

**Final Report  
Terminal Evaluation  
Project “Addressing Climate Change  
Risks on Water Resources in Honduras:  
Increased Systemic Resilience and  
Reduced Vulnerability of the Urban  
Poor”**

**PIMS 4399 – AF HND/MIE/Water/2010/4  
Evaluation period: November-December 2016  
Implementing partners: UNDP-Implementing Agency  
MiAmbiente-Executing Agency**

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## i. Acronyms

AF	Adaptation Fund
DIM	Direct Implementation Modality
CPD	Programme Country Document
COPECO	Permanent Contingency Commission
CREDIA	Center for Documentation and Environmental Interpretation
GDP	Gross Domestic Product
GCF	Green Climate Fund
MiAmbiente	Secretary of Energy, Natural Resources, Environment and Mining
NIM	National Implementation Modality
PMU	Project Management Unit
PRODOC	Project Document
SAG	Secretary of Agriculture and Livestock
SCGG	General Secretary for Government Coordination
SINAGER	National Disaster Risk Management System
SEFIN	Secretary of Finance
TOR	Terms of Reference
UNAH	National Autonomous University of Honduras DRR-CCA Disaster Risk Reduction and Climate Change Adaptation
UNDP	United Nations Development Programme
UNDP-GEF	UNDP Global Environmental Finance

## ii. Executive Summary

<b>Project title:</b>	Addressing Climate Change Risks on Water Resources in Honduras: Increased Systemic Resilience and Reduced Vulnerability of the Urban Poor			
			<i>At the moment of approval (US\$ millions)</i>	<i>At the moment of finalization (US\$ millions)</i>
UNDP Project ID:	4399	Financing: Adaptation Fund	US\$5,620,300	US\$ 5,168,073
Country:	Honduras	IA: UNDP EA: Secretary of Energy, Natural Resources, Environment and Mining (MiAmbiente)		
Region:	Central America	Government: Honduras		
Area of interest:	Climate Change			
Implementing agency:	UNDP	Total Project Expenditures:	US\$5,620,300	US\$ 5,168,073
Other Partners:	National Autonomous University of Honduras (UNAH), General Secretary for Government Coordination, Municipality of Tegucigalpa	Project Document Signature:		June 2011
		Project closing date (operational)	Proposed: April 2016	Effective: December 2016

### Brief description of the project

The project “Addressing Climate Change Risks on Water Resources in Honduras: Increased Systemic Resilience and Reduced Vulnerability of the Urban Poor” had the objective of increasing resilience to climate change water-related risks in the most vulnerable population of Honduras. This has been achieved through pilot activities and through mainstreaming climate change considerations into the water sector related policies and plans. Targeted interventions not only in Tegucigalpa, but also in the watersheds that are responsible for the provision of water to the

capital city were implemented as concrete adaptation measures – ranging from flood protection to adaptive water supply measures, land use and agricultural practices, amongst others.

## Project Progress

The project achieved important results linked to its specific objectives. Targets were adequately achieved for most of the project’s indicators, and even exceeded the original targets set in some of them, which contributed to the successful positioning of the project in the national and local contexts. For example, one of the project targets sought to train 300 persons to respond to and mitigate the impact of climate-related events. This target was exceeded by 161%. Furthermore, the targets linked to the number of beneficiaries with improved resilience to climate change and the number of policies that were created or adjusted was exceeded by 13% and 25%, respectively.

<b>Assessment of the project’s performance</b>			
<b>1. Monitoring and Evaluation</b>	<i>Assessment</i>	<b>2. Execution by the IA and EA</b>	<i>Assessment</i>
M&E Design	Highly Satisfactory	Quality of the design	Satisfactory
M&E Plan Execution	Satisfactory	Quality of execution: Executing agency	Satisfactory
General Quality of the M&E Function	Satisfactory	General Quality of Execution	Satisfactory
<b>3. Evaluation of Results</b>	<i>Assessment</i>	<b>4. Sustainability</b>	<i>Assessment</i>
Relevance	Relevant	Financial resources	Likely
Effectiveness	Satisfactory	Socio-political	Moderately Likely
Efficiency	Highly satisfactory	Institutional Framework and Governance	Likely
General Assessment of the Results of the Project	Satisfactory	Environmental	Likely
		General likelihood of sustainability	Moderately Likely

## Conclusions

The Project made considerable progress in achieving the established outputs and outcomes. It also faced important challenges like the change process in the project’s coordination and the need to modify some design aspects due to emerging risks (e.g. the beetle bark plague) that led to re-allocating some funds to the Central Forest Corridor surrounding Tegucigalpa, the strengthening of capacities at all levels and improving availability of the information generated

by the Project. The specific conclusions presented below are organized in accordance with the planned Project results:

- Improved institutional capacities and tools for mainstreaming adaptation to climate change through the regulation and application of the new Water Law and the National Plan Law, which calls for inter-sectoral and landscape approaches that internalize climate change concerns.
  - The information obtained from stakeholder interviewees and the desk review indicates a positive perception of project implementation. The interventions have positioned climate change within the priority agendas of the country with capacity building efforts aimed at the population of vulnerable areas and high-level decision makers of government institutions. This is a significant achievement, especially if one considers that Honduras has one of the highest levels of climate-related vulnerability in the world. Furthermore, by the end of the project, several capacity development activities were developed in the different institutions and entities such as the General Directorate of Water Resources (DGRH), Permanent Technical Units and Regional Development Councils and their technical panels.
  - The project was also successful in creating an unprecedented set of technical and policy tools aimed at increasing resilience to climate change. These included the establishment of a technical platform that allows the coordination between the different agencies and institutions, strengthening of the national meteorological network, update of the National Hydrological Balance and integration of climate change indicators in the Planning Regulation for the preparation of regional plans.
  - Achieving a common work agenda in a multi-sectoral environment is a difficult task. The project achieved this by signing agreements with different entities acting as counterparts and partners of the project.
  - Strong working and coordination relationships were built with central level institutions and local level communities and entities. The project allowed for a fairly direct relationship with institutions linked to the water resource management sector, with producers, cooperators, Water Boards, Board of Trustees, City Halls, the academic sector and the National Drought Expert Committee. Nonetheless, evidence on the full and active participation of the private could not be gathered.
  - There is a difference between the target linked to a 10% increase in budgetary allocations on the topic of climate change and the reality reflected in the investment studies, which presents a less optimistic scenario. This raises some questions about the realism of the originally stated goal/target, especially in

projects whose approach is cross-cutting and not dependent on a single intervention to which the change can be attributed exclusively.

- The implementation of the project constitutes evidence of the adequacy of the National Implementation Modality (NIM) approach when multi-sectoral coordination mechanisms are created, when accountability and implementation are shared with national institutions and when local capacities are strengthened.
- Existing water stress and projected increased water scarcity in Tegucigalpa and surroundings, as well as flash floods due to extreme events, addressed through a range of complementary measures that will serve to pilot responses to climate change impacts in both watershed and urban settings.
  - The establishment of a Central Forest Corridor Platform via protection of the ecosystems corresponding to the watersheds that serve the urban area of Tegucigalpa highlighted the need to link the different modalities of protected areas with water resource management actions.
  - The shift in focus from the Central District to the municipalities was a successful adjustment of the project's design to improve the effectiveness of interventions.
  - The development of 22 micro-watershed action plans generated an adequate policy implementation environment and also highlighted the need for integration of the plans. This is particularly important, considering that more than 20,000 people are using micro-watersheds.
- Targeted capacity building and tools enabled stakeholders at all levels to effectively respond to long-term climate change impacts:
  - Beyond civil works provided and the produced tools, the project contributed to the creation of social capital through the improvement of knowledge to address climate change and the rational management of water resources.
  - Civil society played a key role in the project, both as a sector included in the intervention's design and as an important stakeholder contributing to the likelihood of sustainability of the activities. Any activity that is planned in the near future to give continuity to project's interventions must be carried out in conjunction with civil society, as this sector possesses concrete knowledge on the needs and vulnerabilities of the population. At the same time, civil society has developed an exemplary experience in stakeholder engagement, an aspect that goes hand in hand with the protection of the right to life and which is linked to the objectives of projects addressing climate change.
  - One of the main achievements of the project was the empowerment and ownership generated among beneficiaries and participating entities. An example of project ownership corresponds to the creation of CdH4H toolkit, a planning tool developed over one year by a multidisciplinary and multi-sectoral team. The



CdT4H tool facilitated the identification of scenarios and the appropriation of knowledge.

- Information sharing
  - Progress has been made through several articles disseminating the project's outcomes. Additionally, with social network management and systematization videos. However, the challenge for this stage of the project's final phase is to be able to systematize and show the impact of the climate change adaptation measures, including their technical and economic effectiveness and feasibility for replicating and scaling-up the measures for larger programs at the national level.
- Potential for sustainability
  - Calling the local interventions of the project a pilot project<sup>1</sup> created some doubts about the possibility or certainty of a second phase, especially since no clear exit strategy was identified during the evaluation, though there has been mechanisms and planning processes put in place at the sub-basin and municipal and levels providing for strong community ownership and enhanced capacity for longer term.
  - Future presidential elections may create a risk to progress on what has been achieved with project interventions as a change in government may also represent a change in technical and decision-making staff in the different institutions.

## Lessons Learned

- Involving local stakeholders from different sectors is key to the success of the interventions:
  - The active participation and collaboration between project implementers and beneficiaries: Although it was not the case in the past, it is clear that after the project was implemented, community organizations formed strategic alliances with state institutions. As a result communities have a sense of ownership over the interventions linked to the protection of sub-basins. Likewise, the participation of communities in the planning of activities has increased the effectiveness of planning processes.
  - The development of an overall diagnosis of the communities is necessary to prioritize those that meet certain criteria to achieve a greater efficiency.

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<sup>1</sup> See page 7 of the PRODOC, under Project Objectives: The objective of the project is to increase resilience to climate change water-related risks in the most vulnerable population in Honduras through pilot activities and an overarching intervention to mainstream climate change considerations into the water sector.

- It is important to carry out previous biophysical studies of soil capacity and use, land management, human settlements and indirect beneficiaries for a better design of Climate Change Adaptation Projects.<sup>2</sup>
  - Given that interventions in this type of projects require the collaboration of several departments of Municipal Offices, there must be good communication and knowledge sharing among them so that they can be more efficient.
  - The integration of inter-institutional and interdisciplinary teams on topics such as the Central Forest Corridor, territorial planning and information systems strengthens capacities and improves relations between institutions. With the availability of funds for pilot measures in the Central Forest Corridor rural areas, greater appropriation was generated by local governments to work with the water boards on concrete measures related to improving water collection and distribution systems and forest protection.
- Effective communication and information sharing enhances project awareness and facilitates evidence-based decision making:
    - Information dissemination activities linked to the intervention and adjusted for different audiences, contribute to generating ownership of project results by community members and decision makers. Along the same lines, a lesson learned is that institutions must recognize the need to maintain, collect and produce hydro-meteorological information.
  - Highlighting the cross-cutting nature of climate change is essential for country ownership and sustainability:
    - An important lesson learned is the need for national recognition of the cross-cutting nature of climate change adaptation. Institutions cannot work as silos to improve resilience to climate change.
    - It is important to influence high-level decision-makers and not only technical level staff of the different institutions to embrace the priorities brought about by climate change.
  - The possibility of Institutional changes must be taken into account during project design:
    - Projects of this type must anticipate changes in government, to ensure continuity of commitments.
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## **Recommendations**

### **Project Management**

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<sup>2</sup> Adapted from AMDC. 2016. Final Counterpart Report.

1. There should be a master plan for watershed management - not several - in a way that facilitates the creation of a comprehensive water resource management strategy. This would facilitate the generation of a timetable and a general budget. The Clima+ Presidential Office could be a good opportunity to strengthen the positioning of the climate change issue. This will be possible, of course, if this entity is given the proper hierarchy rank and independence as established in its official Decree of creation dated on November 1<sup>st</sup>, 2016.
2. Local committees of maintenance of civil works should be formed in the different areas. This would strengthen local empowerment and at the same time contribute to increase the average life of the works and the structural integrity of households. In the particular case of rain water harvesting, these should be installed in public places, to ensure a more effective use of materials in their construction.
3. It is important that civil society mobilizes during the presidential campaigns to achieve commitments with candidates on the need to guarantee continuity of project interventions.
4. In future projects, in addition to the start-up workshop, there should be a mid-term workshop and a closure workshop that would be facilitated by evaluators to analyze progress and gain more detailed insights on required design changes and lessons learned.

### **Participation of women**

5. While the project strengthened resilience to climate change at all levels and worked towards increasing the participation of women, it is still necessary to further enhance their active participation in actions linked to climate change adaptation and water resources management beyond what was observed in 2015 in pilots designed at the municipal level.

### **Communication and strategic information needs**

6. It is pertinent to consider the need to create or strengthen a National Climate Change Observatory that allows the “translation” of the information generated by the project so that it can be received and used strategically by different audiences at the national level.

### **Sustainability**

7. The signing of inter-institutional agreements emerges as an important element of the “Exit Strategy” in light of the possible changes brought about by the new government.

8. There should be an “Exit Strategy” aimed at defining sustainability options. The exit strategy to be developed should take the following elements into account:

Selecting the list of stakeholders who would be involved in the activity follow-up process, namely, international organizations, institutions participating in the multi-sectoral approach water resources management, environmental NGOs working in municipalities, civil society organization representatives with strong stakeholder engagement skills, local authority representatives and regional delegations of institutions working on water resources management.

- b. The Project Board should act as the coordinator of the exit strategy. After project closure, the Project Board should transfer the responsibility to the group of selected stakeholders.

- e. The exit strategy could take aboard the development of a list of indicators that will support monitoring efforts. These indicators could include the percentage of planned activities that were executed and the percentage of commitments that were complied with.

## 1. Introduction

According to the United Nations Development Programme (UNDP)<sup>3</sup>, risk is considered a negative incentive for development given the high costs and consequences generated by its inadequate management. Hence, climate risk management is more than justified as it focuses on the development of sectors linked to agriculture, water resources, food safety, health and the environment, which are very sensitive to climate change and variability.

Based on the context described above, this document presents the final report of the Terminal Evaluation of the Project “Addressing Climate Change Risks on Water Resources in Honduras: Increased Systemic Resilience and Reduced Vulnerability of the Urban Poor”.

This evaluation is conducted based on the guidelines and procedures put forward by UNDP. The objective of the evaluation is to analyze the way in which the achievement of project results can contribute to the sustainability of its activities. At the same time, the evaluation aims at identifying the main lessons learned that could be considered for similar projects in the future.

After this introduction, the document presents:

- General Project Information
- The Proposed Methodology
- The Results of the Terminal Evaluation according to specific criteria
- Conclusions
- Lessons Learned
- Recommendations
- References
- Annexes

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<sup>3</sup> <http://www.undp.org/content/dam/undp/library/crisis%20prevention/disaster/Reduccion-Gestion%20del%20Riesgo%20Climatico.pdf?download>.

## 2. General Project Information

<b>Project title:</b>	Addressing Climate Change Risks on Water Resources in Honduras: Increased Systemic Resilience and Reduced Vulnerability of the Urban Poor			
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### 2.1 Development Context

#### Geography

Honduras is the second largest country in Central America (112,492 Km<sup>2</sup>) and shares borders with Guatemala, El Salvador, Nicaragua, the Caribbean and the Pacific Ocean. The political division of the Honduran territory was recently reformed and currently includes six regions and sixteen sub-regions. Honduras has an area of 5.4 million hectares of natural forests. Pine and mixed pine

woods coverage is approximate 2.2 million hectares, representing 41% of forest nationwide. Pine forests are ecosystems of great environmental, economic and social importance; which are managed as productive forests, and for ecosystem services such as water supply and protection of biodiversity.

## Social Aspects

According to data from 2012, more than two thirds of the population live in poverty and nearly 50% of Hondurans live in extreme poverty. This situation has created significant challenges for this lower-income country. In rural areas, for example, 60% of households live in extreme poverty.<sup>4</sup> In 2013, a population of 8,721,014 inhabitants (52 % women) was estimated, where more than half (53.3 %) was rural population. Honduras is home to seven indigenous groups, and 2 Afro-Honduran groups, who together represent approximately 7% of the national population. Honduras is a mid-level human development country, ranking in position number 131, with a Human Development Index (HDI) of 0.606 (gender inequality index of 0.480), which is the penultimate position in Latin America.

The country faces the highest poverty, economic and social inequality levels in Latin America. The Gini coefficient is 0.52, and only 3.2 % of income belongs to the poorest quintile. It is estimated that 64.5 % of Honduran' households experience poverty, and of these, 42.6% are in extreme poverty. The most affected are rural areas with 68.5 % of the population living in poverty, and 55.6 % in extreme poverty. In rural areas, almost seven out of ten households live in extreme poverty. Honduras shows uneven fulfillment of Millennium Development Goals (MDGs). Only eight out of 82 indicators undertaken by the country, were reported by the Government as achieved.

Moreover, 35% of total EAP performs agricultural, forestry, hunting and fishing activities, mainly in rural areas; and most are severely affected by climate change and extreme events related to tropical cyclones or the El Niño-Southern Oscillation (ENSO) phenomenon.

Since the economic crisis of 2008, the Honduran economy has moderately recovered, a process that has been underpinned by public investment, exports and considerable income generated by remittances sent by migrants living primarily in the United States and in Spain. Such recovery process has been evidenced by an average 3.7% increase in the Gross Domestic Product (GDP)

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<sup>4</sup> Adapted from <http://www.bancomundial.org/es/country/honduras>, visited on June 11th, 2014.

during the 2010-2012 period. Nonetheless, in 2013 the percentage increase in GDP was reduced to 2.5%<sup>5</sup>.

Another important challenge facing the country is its vulnerability to external factors. An example of these can be observed in the agricultural sector, which has lost nearly one third of its purchasing power in the last two decades, mainly due to a reduction in the export prices of bananas and coffee.

The educational sector, which is an essential component of development for the rational use of natural resources and the response to climate risks, is in a critical state. While in countries like Belize and Panama children attain, on average, 9 years of schooling; in Honduras, the value of this indicator is only 6.5 years.<sup>6</sup>

### Environmental Context

There are several acts, institutions and organizations aimed at natural resource management and the protection of the environment. One of these is the General Environmental Law of 1993. The legal frameworks have been strengthened to address aspects like water resource management, protected areas, forest management, territorial organization, pollution prevention and rural development. The government has developed and issued national policies on a wide range of topics, including:

- The National Environmental Policy (2005)
- The Environmental and Development Perspective (2004)
- The Sustainable Energy Policy Action Plan (2005)
- The Environmental Education inclusion policy (2005)
- The Decentralization of Environmental Management Policy (2002)

The following framework was developed for water resources management:

- The Law on Water and Sanitation (2003)
- There are specific provisions on water management in the Forestry Law, Protected Areas and Wildlife Act (2007), the Electricity Sub-Sector Framework Law (1997), the National Autonomous Water Supply and Sewerage Act (1961), and, most recently in the General Water Law (2009).

The environmental sector is managed by the Secretariat of Energy, Natural Resources, Environment and Mining (MiAmbiente+). This Secretariat is responsible for the development, coordination, execution and evaluation of policies linked to the protection and use of water

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<sup>5</sup> Adapted from <http://www.bancomundial.org/es/country/honduras>, visited on June 11th, 2014.

<sup>6</sup> UNDP. 2013. PRODOC Integration of Climate Risk Management within Sectoral Policies in Honduras.



resources, new sources of renewable energy, the generation and transmission of hydro-electrical energy, and mining, the exploitation of hydrocarbons, ecosystems, the national system of protected areas, national parks and the overall protection of the flora, fauna and biodiversity

### **Factors that affect the environment**

Despite efforts to increase the size of protected areas, the Honduran environment shows signs of a vertiginous degradation process. Between 1990 and 2006, for example, the surface area covered by forests decreased by nearly 15 percentage points.

*Deforestation:* Honduras has the highest annual deforestation rate in Latin America (2.5% as compared to the respective average observed in Latin America and the Caribbean (0.4% between 1990 and 2005)).<sup>7</sup>

*Lack of access to water resources:* The lack of access to water resources is a persistent challenge throughout the country, which is underscored by the lack of control of deforestation, inappropriate agricultural practices and the contamination of water sources.

The country was affected by a drought emergency. Since 2005, more than half of the country's municipalities were considered vulnerable areas for droughts<sup>8</sup>. Honduras has 19 watersheds, many of which are located in densely-populated areas. The nation has also struggled with problems created by the bark-beetle outbreak, which has links to climate change. The AF-funded project allocated financial resources to support some initial responses to this emergency.

Nearly 86% of the country's households have access to improved water sources<sup>9</sup>. Nonetheless, several inequalities persist as the service is mostly provided to urban households (62.3%) and, minimally, to rural ones (only 3.9%). In rural areas, the private collective service is more common and includes, in addition to private companies, water boards and associations that act as administrative entities of the service provided to communities (INE, 2009). In 2009, nearly 8.6% of rural households were still using creeks, springs as sources, which had an impact on the quality of the consumed water.

The National Action Plan for the Response to Desertification and Drought (PAN-LCD, 2014-2022) reported that water resources undergo significant pressures in the country. Deforestation, field burning, inappropriate use of land, inadequate construction of rural roads, forest fires and the expansion of the agricultural border have contributed to the considerable reduction of available water in rural areas,

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<sup>7</sup> UNDP, 2013. PRODOC Strengthening National Capacities for the Reduction and Management of Persistent Organic Contaminants (POC) in Honduras.

<sup>8</sup> <http://www.fao.org/forestry/13214-0b54512539222481ea40707bff0ce5485.pdf>.

<sup>9</sup> Data from the National Report on Human Development. UNDP, 2011.

The lack of access to water creates significant public health challenges. Inadequate access to water sources and sanitation, along with the lack of hygiene standards cause more than 4 million diarrhea episodes and more the 1,500 deaths per year among children under five years of age<sup>10</sup>.

### **Legal and institutional framework for Disaster Risk Reduction-Climate Change Adaptation (DRR-CCA)**

The country has recognized the importance of reducing and managing risks associated with climate change. An example of the level of priority assigned to this issue corresponds to its inclusion in the 2010-2022 National Plan. The topic is also included within the national priority agenda as part of the strategies for early warning systems, development of monitoring tools and new ways of measuring land use and agricultural production, building codes, local risk management, preventive planning of land use, water storage and conservation of watersheds.

**The Executive Directorate of the Nation Plan**, which works under the Secretariat of the Presidency, is the entity in charge of executing the 2010-2022 National Plan. This institution supports the promotion and integration of CCA within municipal, regional and national development plans. Furthermore, the Public Sector Strategy for Agriculture and Nutrition, developed by the Secretariat of Agriculture recognizes the relevance of CCA as a key issue of development. As in other countries in the region, DRR-CCA is made through a multi-sectoral effort from the following institutions:

The **National Disaster Risk Management System (SINAGER)** manages prevention efforts to reduce the potential risk of disasters brought about by natural hazards and human activity. This institution has a legal framework that focuses on prevention, disaster risk management and climate change adaptation, as well as on the financial administration of disaster risks, and the permanent preparation, recovery and reconstruction of affected areas. Besides the traditional issues of risk management, the existing regulatory framework highlights the importance of citizen participation and the integration of gender equality. Within the context of SINAGER, there is a Permanent Contingency Commission (COPECO) - the institution responsible for disaster risk management and emergency response in coordination with public, private and civil society stakeholders.

The **MiAmbiente+** is responsible for complying with and enforcing environmental law in Honduras, the formulation and overall coordination of the execution of national policies on the environment, and the institutional coordination of private and public sector activities linked to the environment. The issue of climate change is cross-cutting among other topics like the regional development of natural and environmental resources. The MiAmbiente+ is the National Designated Authority, it means the entity responsible for compliance with international treaties

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<sup>10</sup> PRODOC of the COPs Management Project in Honduras.

and agreements (e.g. UNFCCC and the Kyoto Protocol) and focal point to climate funds such as the Adaptation Fund (AF) and the Green Climate Fund (GCF). This institution conducts work on climate change planning and readiness by means of the National Directorate on Climate Change and the Inter-institutional Committee on Climate Change.

The **Ministry of Finance (SEFIN)** defines guidelines and policies for public finances and develops tools to guarantee the regulation of public investment projects, including the criterion of knowledge of risk management.

The **Ministry of Health** is the governing and regulatory body of the health sector and is the entity responsible for defining national health policies, standardization, planning and coordination of all public and private activities of the health sector.

The **Ministry of Agriculture and Livestock (SAG)** is responsible for the promotion and development of agricultural activity in the country, and is therefore responsible for planning, standardizing and coordinating all regional and national activities linked to plant and animal health.

**National Autonomous Water and Sewage Service (SANAA)** is the entity that oversees the water and sanitation management.

**The Permanent Contingency Commission (COPECO)** is the national institution in charge of integrated risk management. It has an array of the latest early warning systems and promotes community processes aimed at disaster prevention. COPECO coordinates the National Disaster Risk Management System.<sup>11</sup>

**Municipalities are local government bodies**, which are responsible for environmental protection, promotion of reforestation and regulation of trade, industry and other services. To achieve its objectives, municipalities issue ordinances or promote local policies based on the municipal tax plan, which is the legal instrument adopted by the Municipal Corporation, established by the Law of Municipalities, where procedures, norms and charges are laid relating to the municipal tax system. To accomplish these tasks, the majority of municipalities have local environmental units. The municipalities are thus transformed into scenarios where planning and climate risk management models can be piloted and where local capacities for climate change adaptation can be improved.

## 2.2 Project objectives and results

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<sup>11</sup> <http://copeco.gob.hn/mision-y-vision>, consulted on August 2016.

The Project “Addressing Climate Change Risks on Water Resources in Honduras: Increased Systemic Resilience and Reduced Vulnerability of the Urban Poor” aims at increasing resilience to hydro-meteorological climate risks among the most vulnerable populations in Honduras via a comprehensive intervention that highlights the cross-cutting nature of climate change in the water sector. Given the cross-cutting characteristics of this topics, the project contributes to its inclusion within the planning and decision making processes of relevant ministries.

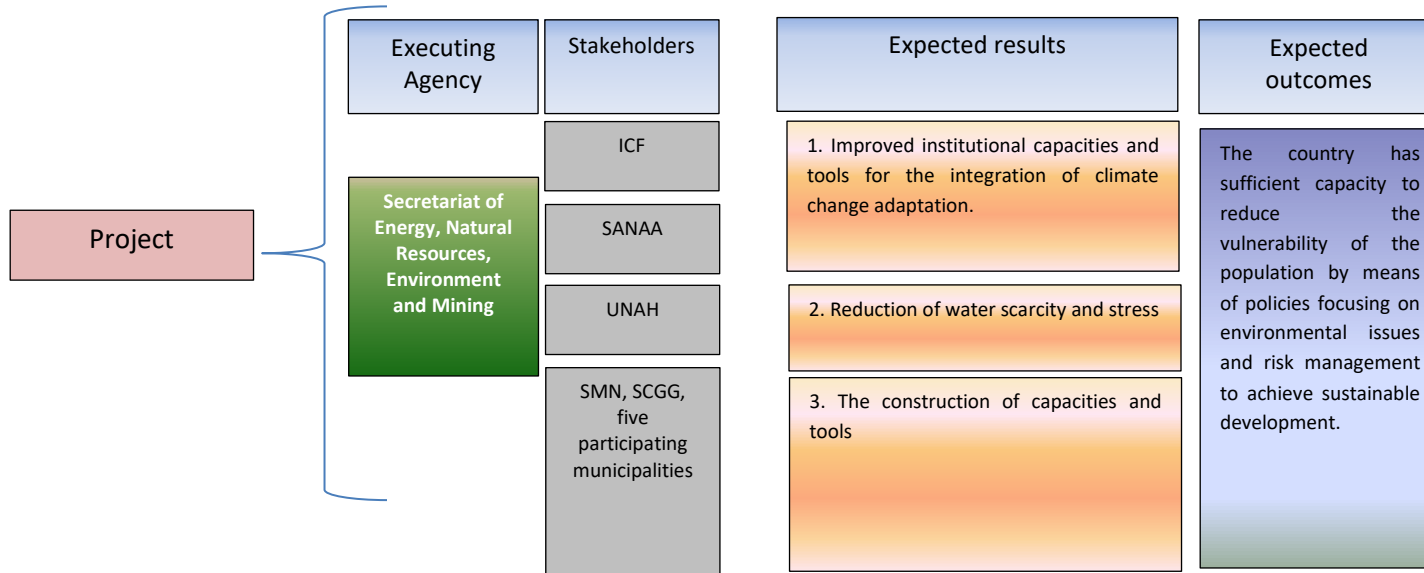
At the international level, the Honduras project was one of the first to be approved and funded by the AF , a source of financing that acts under the United Nations Framework Convention on Climate Change to support adaptation programs and projects in developing countries within the framework of the Kyoto Protocol. UNDP is the implementing agency and MiAmbiente+ is the executing entity.

The project aims at achieving the following results:

1. Integrate climate change risks in new Water Law, National Plan Law, and relevant policies and plan (Output 1.1), while increasing capacities of new Water Authority and SEPLAN to achieve these outcomes (Output 1.2). Strengthen national meteorological network and information on climate change impacts (Output 1.3), making this information available to relevant institutions and planning processes for climate-proofing watershed management approaches, agricultural practices, flood and landslide control measures, and infrastructure development (Output 1.4).
2. Maintain water provisioning services despite long-term climate trends through sustainable land use practice pilots (Output 2.1), and use financial mechanisms to assist in managing water supply and demand (Output 2.2). Pilot activities for impacts from water scarcity to flooding in 14 most vulnerable areas of Tegucigalpa (Output 2.3), and craft targeted thematic strategic plans to enable municipal authorities of the upper Choluteca River to overcome short-term reactive responses to climatic risks and impacts (Output 2.4).
3. Train decision makers and resource users to understand the projected impacts of climate change and identify effective options for reducing climatic risks and vulnerability (Output 3.1), including through “policy dialogue platforms” for prioritization of adaptation options (Output 3.2) and a communications and outreach strategy (Output 3.3).

## 2.3 Conceptual Framework of the Project

Illustration 1 - Conceptual Framework of the Project



Source: Based on information included in the PRODOC.

## **Institutional structure for project implementation**

MiAmbiente+ is the responsible institution for the project execution, with the assistance of an inter-institutional team. A Project Board and Project Management unit were created to conduct the necessary oversight and implementation capacity. There is a sub-committee within the CICC, whose mission is to support the project to generate greater impact.

### **Counterpart institutions:**

SCGG, UNAH-IHCIT, Central District's Mayor's Office, the Institute for Forest Conservation (ICF), SANAA, the National Meteorological Service (SMN), , Municipality of Ojojona, Lepaterique, San Buenaventura, Santa Ana, and Tatumbla, CREDIA.

Total Project Budget (US\$): US\$5,180,000

Financial sources: The Adaptation Fund

## **2.4 Start and closing dates of the project**

The project started on June 2011 and had an original closing date set to April 2016. UNDP and the Executing Agency requested a no-cost extension of the project that was granted by AF until 30 September 2016. From the administrative and finance perspective, however, the project was operational until December 31st, 2016.

## **2.5 Problems addressed by the project**

- Stress generate by water scarcity.
- Lack of resilience to climate change within the context of water resources.
- Lack of inter-institutional coordination to address problems generated by water scarcity.

## **3. Project time line and components**

<b>Milestone</b>	<b>Expected date</b>	<b>Effective date</b>
Project start date	June 2011	June 2011
Mid-term Evaluation	February 2014	February 2014
Project Closing Date	April 2016	December 2016
Terminal Evaluation	December 2016	November-December 2016

The following table lists the main components of the project and its budget allocation.

Project Results	Original budget according to PRODOC (US\$)	Modified budget (US\$)
Outcome 1:	1,358,500	1,458,500
Outcome 2:	2,950,000	2,561,500
Outcome 3:	310,000	660,000
Project execution cost:	500,000	500,000
Total	5,180,000	5,180,000

The following list presents the project components and the products and results linked to each of them.

Component	Concrete products	Concrete results	Amount (US\$)
Institutional Capacity strengthening and tools	Integration of climate change within the water legislation  Strengthening of SCGG for the integration of climate risk within its planning processes Strengthening of the national meteorological network  Risk Analysis Tools	Integrate climate change risks in new Water Law, National Plan Law, and relevant policies and plans (Output 1.1), while increasing capacities of new Water Authority and SCGG to achieve these outcomes (Output 1.2). Strengthen national meteorological network and information on climate change impacts (Output 1.3), making this information available to relevant institutions and planning processes for climate-proofing watershed management approaches, agricultural practices, flood and landslide control measures, and infrastructure development (Output 1.4).	1,458,500
Reduction for stress created by water scarcity	Maintenance of water distribution systems  Financial mechanisms to support water supply management	Maintain water provisioning services despite long-term climate trends through sustainable land use practice pilots (Output 2.1), and use financial	2,561,500

	<p>Climate change adaptation activities</p> <p>Thematic strategic plans</p>	<p>mechanisms to assist in managing water supply and demand (Output 2.2). Pilot activities for impacts from water scarcity to flooding in 14 most vulnerable areas of Tegucigalpa (Output 2.3), and craft targeted thematic strategic plans to enable municipal authorities of the upper Choluteca River to overcome short-term reactive responses to climatic risks and impacts (Output 2.4).</p>	
<p>Strengthening of stakeholder capacity at all levels to effectively respond to the impacts brought about by climate change</p>	<p>Training for policy makers and key stakeholders</p> <p>Political dialogue platforms to define adaptation options.</p> <p>Communication strategies</p>	<p>Train decision makers and resource users to understand the projected impacts of climate change and identify effective options for reducing climatic risks and vulnerability (Output 3.1), including through “policy dialogue platforms” for prioritization of adaptation options (Output 3.2) and a communications and outreach strategy (Output 3.3).</p>	<p>660,000</p>

**4. General information on the evaluation**

**4.1 General data of the conducted evaluation**

The evaluation was conducted between November and December of 2016. It included a three-step process composed of a desk review, a field mission - during which the municipalities of the Central District, Tatumbula and Ojojona were visited - and an analysis and report preparation stage.

The following section presents the rationale of the evaluation.



## 4.2 Justification of the evaluation

The evaluation is linked to one UNDAF outcome and one result of UNDP's Country Programme Document (CPD), which justify its implementation.

- UNDAF Outcome nº 5: The Honduran State has the capacities to reduce population vulnerability through the implementation of policies that integrate environment and risk management to achieve sustainable development, welfare and equity for every Honduran citizen.
- UNDP CPD Honduras: The Government of Honduras, private sector and communities in the target areas, adopt good management practices of ecosystems, solid waste management, mitigation and adaptation to climate change that allow the preservation of natural capital, reducing economic losses and income generation opportunities for the vulnerable sectors.

## 4.3 Objectives and scope of the external evaluation

### Objective

The primary objective of the Terminal Evaluation was to provide an independent analysis of project implementation until its closure. The specific objectives included the following:

- Analyzing the achievement of project results and draw lessons that can improve the sustainability of benefits and help improve overall UNDP programming.
- Identify key achievements and document lessons learned (including lessons that could improve the design and / or implementation of other AF-funded projects supported by the UNDP-GEF and make recommendations related to specific actions to be undertaken for other projects.

**Thematic scope:** It is expected that the evaluation will allow the identification of lessons learned, conclusions and recommendations in the following areas:

- Opportunities and challenges for all stakeholders.
- Lessons learned by project stakeholders.
- Strategic positioning of UNDP in emerging areas like climate risk management and gender integration.

The evaluation addressed standard criteria such as relevance, effectiveness, sustainability and impact. Furthermore, the evaluator proposed an additional criterion called Institutional Effectiveness, Monitoring and Evaluation.

These criteria were analyzed via a series of questions addressing all aspects of the intervention. A description of these is presented in the following section.

### Illustration 2 Description of the evaluation criteria.

Criterion	Description of the criteria
<b>Relevance</b>	Relevance is linked to the level of consistency and association between an intervention and national priorities and policies. Relevance is also a measure of how well an intervention responds to human development priorities and UNDP’s Country Programme.
<b>Effectiveness</b>	The assessment of effectiveness focuses on three areas, namely, achievement of an outcome, the contribution of UNDP and the Executing Agency to the observed progress and the extent of the generated change (positive or negative).
<b>Institutional effectiveness and M&amp;E</b>	This criterion measures the effectiveness of institutional arrangements and processes and their influence on the execution of the project. This criterion also focuses on: the implementation of the M&E function.
<b>Efficiency</b>	This criterion focuses on determining if inputs have been transformed in results from an economic perspective. An intervention is efficient when resources are used appropriately and economically to generated the desired outputs. Efficiency is important to ensure resources are adequately used.
<b>Sustainability</b>	This criterion analyzes the way in which the benefits of the intervention are sustained after the project ends. Evaluating sustainability implies assessing the extent to which social, economic, political and institutional conditions needed for the project are present and, based on that condition, forecast the national capacity to maintain, and ensure benefits in the future.
<b>Impact</b>	The extent to which the project has generated a change in the desired direction and the attribution of such change to project interventions.

Source: Based on content from UNDP Guidelines for the Evaluation of Development Results.

The following figure presents the proposed methodology, which was based on a set of mixed-methods. Each of the processes in explained in the following sub-sections.

### Illustration 3 Proposed evaluation methodology



Source: Based on the requirements put forward in the consultancy terms of reference.

#### 4.4 Preparation

This stage included discussions on the methodological approach with the technical counterpart. The results of the discussions process were used in the development and validation of data collection instruments, the selections of sites for field visits and the selection of stakeholders to be interviewed.

#### 4.5 Desk Review and data collection tools

The desk review process comprised two stages. First, the process included the collection, selection and classification of key documents. Secondly, the process included the identification and analysis of contents linked to results, achievement of targets, enabling factors and challenges. The list of documents analyzed included the following:

- Project Document (PRODOC)
- Initial Workshop Report
- Progress Reports
- Budgets
- Work plans
- Project Implementation Reports (PIRs)
- External Audit Reports
- Evaluations of Management Effectiveness
- Project outputs
- Agreements signed with implementing partners
- Communication materials of the project
- Planning and Strategy Documents (UNDAF, CPAP)
- Results Oriented Annual Report (ROAR)
- Relevant national legislation
- List of contacts of project staff
- UNDP's Evaluation Guidelines

- ATLAS reports
- Other technical reports provided by UNDP

The evaluator reviewed and filled out an annex report including the contributions of the project to UNDAF and Country Programme Results.

### Proposed data collection tools

At least three data collection tools were used to implement the evaluation, namely, a guided interview with key stakeholders, a field visit questionnaire and an online survey for those stakeholders that could not be reached *in situ*.

## 4.6 Evaluation criteria and classification

The evaluator used the following framework as a reference.

<b>Assessment of Project Performance</b>			
<b>Monitoring and Evaluation</b>	<b>Assessment</b>	<b>Execution by the IA and the EA</b>	<b>Assessment</b>
M&E Design		Quality of the design	
M&E plan execution		Quality of execution: Executing agency	
General quality of the M&E Function		General quality of execution	
<b>Evaluation of results</b>	Assessment	<b>Sustainability</b>	Assessment
Relevance		Financial resources:	
Effectiveness		Socio-political	
Efficiency		Institutional Framework and Governance	
General Assessment of Project Results		Environmental:	
		General likelihood of sustainability	

The evaluation assessed the extent to which the project was consistent with other UNDP priorities such as poverty reduction, governance, the prevention of disasters and gender. The evaluator determined if the project demonstrated verifiable improvements in the ecological state, verifiable reductions in the stress of ecological systems and progress toward the achievement of impacts.

**Table 1 Evaluation criteria and questions**

Criterion	Evaluation question
<p><b>Relevance</b> How is the project linked to the main objectives of key areas of the Adaptation Fund and national priorities?</p>	<p>How does the project support the area of climate change and the strategic priorities of the Adaptation Fund?            How does the project support environmental priorities for adaptation to climate change and development at the national level?            What was the level of stakeholder participation in the project design?            Does the project consider national realities (policy and institutional framework) in both design and implementation?            What has been the level of ownership of stakeholders in the implementation of the project?            Are there logical links between expected project outcomes and project design (in terms of project components, partner choice, structure, implementation mechanisms, outreach, budget, use of resources, etc.)?            Is the duration of the project sufficient to achieve the proposed results?            Is the project relevant to the effects of Country Program? Why? Why Not?            To what extent was the project integrated with other UNDP priorities, including poverty reduction, better governance, natural disaster prevention and recovery, and gender?</p>
<p><b>Effectiveness</b> To what extent have the project's expected results and objectives been achieved?</p>	<p>Has the project been effective in achieving the expected results?            What are the main results obtained by the project?            How were the risks and assumptions of the project handled?            What has been the quality of the mitigation strategies developed?            What changes could have been made (if any) to the design of the project to improve the achievement of the expected results?            Have the result framework, the work plans or any changes made to them been used as management tools during project implementation?            Have the progress reports been accurate and timely? Do they meet the reporting requirements? Do they include adaptive management changes?            Has project execution been as effective as originally proposed (planned vs. actual)?            Has the co-financing been as planned?            How has the results-based management approach been used during project implementation?</p>
<p><b>Institutional effectiveness and M&amp;E</b></p>	<p>Are there measurements of the use of time by project staff?            What are the three main strengths of the project's procurement processes?            What are the three main weaknesses of the project's procurement processes?            What are the three main strengths of the project's M&amp;E processes?            What are the three main weaknesses of the project's M&amp;E processes?            Is the ATLAS M&amp;E tab systematically used to follow up on project activities?            Does the project follow quality standards established by UNDP?            Which method has been used to determine compliance with quality standards?            How is quality of project outputs measured?            How are M&amp;E reports generated by ATLAS used on a day to day basis? Are these reports used to make proactive decisions or to react to problems?</p>
<p><b>Efficiency</b></p>	<p>Has the project been implemented within the planned cost estimations and deadlines?            What are the lessons learned in terms of project efficiency?</p>
<p><b>Sustainability</b> To what extent are there financial, institutional, socio-economic or</p>	<p>Have sustainability issues been integrated into the design and implementation of the project?            Does the project adequately address financial and economic sustainability issues?</p>

<p><b>environmental risks to sustaining long-term project outcomes?</b></p>	<p>Is there evidence that project partners will continue the activities beyond the completion of the project?          What is the degree of political commitment to continue working on project outcomes?          What are the main challenges that can hinder the sustainability of efforts?          Have they been addressed during project management?          What potential measures could contribute to the sustainability of the efforts made by the project?          Does the project have an exit strategy?</p>
<p><b>Impact</b>  <b>Are there any indications that the project has contributed to reducing environmental stress or improving the ecological status or has made progress towards these results?</b></p>	<p>What is the concrete evidence that the project has reduced environmental stress?          What is the concrete evidence that the project has improved the ecological status?          If there is no conclusive evidence, are there any indications that it has at least advanced to these results?          Is the project expected to achieve its objective of consolidating the financial sustainability of the National System of Protected Areas?</p>
<p><b>Analysis of the contributions to effects</b></p>	<p>Relevance          To what extent is the effect and project (as part of the portfolio intended to contribute to the effect) in line with the mandate of UNDP, the National Plan for Good Living and national priorities?          Is the project relevant for the effects of the Country Program? Why? Why Not?          To what extent does the project’s theory of change reflect an appropriate and relevant vision on which to be base all required interventions?</p> <p>Effectiveness          To what extent have the effect / outcome been achieved or how much progress has been made to reach them?          How has UNDP support contributed to moving towards the desired effect? What evidence is identified of the contribution of UNDP to the effect?          How have the products developed by the project contributed to the achievement of the effects and in what ways have they not been effective?          How have cross-cutting themes influenced the contributions and achievement of the Country Program effect?</p> <p>Sustainability          What indications are there that the effects / outcomes will be sustainable, for example, through required capacities (systems, structures, personnel, etc.)?          To what extent has the sustainability strategy, including capacity development of key stakeholders, been developed or implemented?</p>
<p><b>Lessons Learned</b></p>	<p>What lessons learned and best practices are identified on climate change and sustainable energy issues in relation to the Government’s national objectives and priorities?</p>

Source: Based on the requirements put forward in the consultancy terms of reference.

## 4.7 Reasons for selecting the proposed data collection methods

### Interviews:

- This method allows for the collection of opinions and perceptions of stakeholders executing or benefiting from the project.
- Questions are clear and facilitate the collection of useful information.
- The organization of the interview according to the evaluation criteria allows for an efficient classification of answers.
- Interview results facilitate the information triangulation process.

### Field visits:

- This method allows for first-hand observation of project activities on site.
- It contributes to the improvement of the evaluation's transparency and comprehensiveness.

### Limitations of the selected methods

It is important to recognize the limitations and probable sources of bias of the chosen methodology. These include the following:

- Given that interviews depend on the style of the interviewer and the choice of issues, there is a risk that personal perceptions and thoughts might be factored in. This is why the proposed interview formats have been developed to reduce the likelihood of this type of bias.
- It is not possible to generalize the opinions to the general population. Conclusions will be relevant to project stakeholders but not to the general population.
- The limited amount of time of the in-country evaluation mission constitutes an additional limitation of the evaluation process. To face this difficulty, effective time management was used to guarantee the gathering of the required information.

## 4.8 Evaluation mission

The evaluator conducted an evaluation mission to Honduras. During this mission, the evaluator visited the Project Management Unit and key stakeholders in the capital city. In addition, the evaluator visited two municipalities. The evaluator carried out numerous interviews with representatives of the following organizations

- Project Management Unit
- UNDP (Country Office, phone discussion with Regional Technical Advisor)
- National Directorate for Climate Change
- Members of the Inter-institutional Committee on Climate Change
- Executive Director of the Nation Plan at the Secretariat of the Presidency
- ICF
- SANAA
- UNAH
- SMN
- Fundación Vida
- AMDC
- Vice-Minister of MiAmbiente+
- Visit to urban colonies
- Municipality of Ojojona: Mayor Omar Aguilar Nieto
- Community of Ceniceras
- Community of Surcos de Caña
- Municipality of Tatumbla (meeting with the Board of the Municipal Division of Water and Sanitation).

The average duration of individual interviews was 1 ½-2 hours. The evaluator used the interview format developed and validated in conjunction with the technical counterpart.

Field visits were conducted in selected sites in conjunction with technical counterparts.

The evaluator had a debriefing meeting with UNDP CO staff at the end of the mission where he delivered a presentation. that included preliminary findings, conclusions and recommendations.

## 4.9 Analysis and report preparation

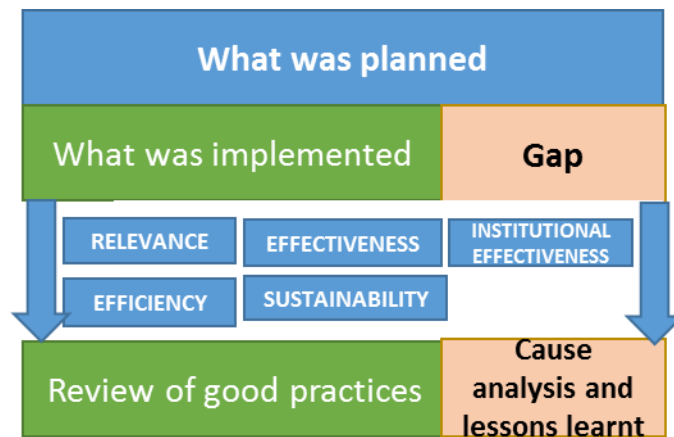
This stage included the analysis of collected information and the preparation of the draft and final evaluation reports. The information obtained via interviews, desk reviews and field visits was summarized and organized in accordance with the different evaluation criteria. The data analysis process also took the following into consideration:



- The use of a rating scale ranging from Satisfactory to Non-satisfactory.
- Comparison of baseline values of the main indicators.
- Variation analysis of planned and executed activities.
- An evaluation of financial execution.
- Identification of lessons learned.
- Identification of best practices.

These comparisons were based on the following conceptual framework.

**Illustration 4 - Conceptual framework for the analysis of information.**



Source: Based on the requirements put forward in the consultancy terms of reference.

## 5. Coordination and timeline

The UNDP Country Office acted as the coordinator of the evaluation. The Project Management Unit was responsible for the interactions with the evaluator for setting appointments and interviews, organizing field visits and providing the necessary documentation.

**Table 2 - Proposed timeline**

<b>Activity</b>	<b>Start</b>	<b>End</b>
<b>Terminal Evaluation timeline</b>	07/11/2016	22/12/2016
Contract signature	07/11/2016	07/11/2016
Start of the consultancy	07/11/2016	02/12/2016
Teleconference for coordination	07/11/2016	07/11/2016
Submission and reception of documents	07/11/2016	10/11/2016
Analysis of project documents	07/11/2016	15/11/2016
Skype interviews	14/11/2016	02/12/2016
<b>Inception report</b>	10/11/2016	21/11/2016
Preparation and submission of the inception report	10/11/2016	14/11/2016
Comments to the inception report	15/11/2016	18/11/2016
Final adjustments to the inception report	20/11/2016	21/11/2016
<b>Field mission</b>	20/11/2016	22/12/2016
Trip to Honduras	20/11/2016	20/11/2016
Initial meeting	21/11/2016	21/11/2016
Interviews in Tegucigalpa	21/11/2016	24/11/2016
Management of the collected information	22/11/2016	13/12/2016
Presentation of preliminary findings	25/11/2016	25/11/2016
Return trip	26/11/2016	26/11/2016
<b>Final Report</b>	25/11/2016	22/12/2016
Development and presentation of the draft final report	25/11/2016	01/12/2016
Analysis and comments to the final report	02/12/2016	15/12/2016
Final adjustments and submission of the final report	16/12/2016	20/12/2016
Approval of the final report (in Spanish)	21/12/2016	22/12/2016

Source: Based on the coordination with the counterpart.

## **6. Deliverables**

The deliverables include:

- ✓ **Output 1:** Inception Report
- ✓ **Output 2:** Draft Report
- ✓ **Output 3:** Final Evaluation Report

## 7. Evaluation Results

This section presents the results of the evaluation, which have been organized in accordance to the afore-mentioned criteria.

### 7.1 Evaluation of the extent of achievement of project results

#### General Assessment

#### Satisfactory

The project had minor deficiencies in the achievement of results

#### Relevance

**Were project results consistent with the objectives and strategic priorities of the Adaptation Fund and<sup>12</sup> the country?**

- The project was consistent with the AF's strategic objectives and priorities. On the one hand, the project supported adaptation priorities determined by the country. In addition, the project was consistent with development strategies and policies, poverty reduction and climate change. For example, there is a complete alignment with the Honduras Vision 2010-2038 and the Nation Plan for 2010-2022 (national long term strategic planning framework), whose section IV.11 focuses on the adaptation and mitigation of climate change<sup>13</sup>. On the other hand, interventions in vulnerable urban areas allowed attention to the needs of the population that most needed it.
- According to the interviewees, the objective of the project was far beyond what could be the scope of any similar intervention, that is, it seemed to be too ambitious because of the many variables and factors that influence water resources management. One question that arose during the implementation of the project was how the this project could influence national ministries (e.g. the Ministry of Finance) to have a percentage of their budget allocated to investment in adaptation to climate change, given that projects linked to this topic have, by definition, a limited duration.
- Regarding the project's support to the national strategic priorities, the project supported SCGG to mainstream issues of adaptation to climate change in national planning. On the other hand, the consolidation of the Central Forest Corridor is a result that shows the importance and priority of climate change and its alignment with local policies.

**Is the project relevant for the effects of the Country Programme? Why? Why Not?**

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<sup>12</sup> The annex section includes a summary of the AF objectives and strategic priorities.

<sup>13</sup> [http://www.sefin.gob.hn/wp-content/uploads/2010/01/VISION\\_DE\\_PAIS.pdf](http://www.sefin.gob.hn/wp-content/uploads/2010/01/VISION_DE_PAIS.pdf).

- Interviewed stakeholders affirmed that the project was consistent and pertinent to the effects of the Country Programme. First, the Country Programme focuses on Hondurans living in prioritized communities in situation of vulnerability that are able to and have improved the exercise of their rights as a result of more effective, inclusive and transparent institutions, because of effective citizen participation. Through the project, citizens of vulnerable areas were able to participate in the development of civil works linked to water resource management and disaster risk reduction.
- Secondly, the Country Programme aims at ensuring that the Honduran population, particularly those citizens who are in municipalities with vulnerable situations affected by high levels of violence and delinquency, have improved their living conditions, citizen security and access to protection mechanisms. This is particularly consistent with the capacity strengthening component of this AF-funded project.
- Interviewed stakeholders stated that the project was also relevant from the point of view of the United Nations Framework Convention on Climate Change in the sense that successful adaptation to climate change not only depends on governments, but also on the active and sustained engagement of stakeholders including national, regional, multilateral and international organizations, the public and private sectors, civil society and other relevant stakeholders, as well as effective management of knowledge. In addition, it was emphasized that one of the project's strengths was integrating to the national environmental and CC agenda, becoming to support strategic and priority issues.

**Were gaps identified in the design of the project that could be considered for future projects?**

- There are some elements, such as the establishment of the Central Forest Corridor, which were not included in the project design. Clearly, supporting its establishment generated a positive externality in identifying a necessary element for the protection and recharge of water sources, and can be considered as a good example of adaptive management.
- Initially, the project was focused on 13 neighborhoods in the Central District of the capital city. According to one recommendation of the MTE, a change of approach was made that was not originally contemplated. Such change implied the prioritization of nearby municipalities with influence in areas of water recharge. In this way, the level of governance in the local governments was improved and the associations of municipalities that are part of the Central Forest Corridor were strengthened.
- The project had to make a considerable change in its design in regards to the establishment of a National Water Authority, which has not materialized due to budget deficits and lack of political will.
- The change of government and the change in project coordination generated delays and created difficulties in maintaining certain achievements / advances that the Implementing and Executing agencies had achieved.

- At the central level, the project took another turn in line with national policies to strengthen the meteorological network. This change corresponded to a technical assessment on who should handle weather data.

#### **Assessment of Relevance**

##### **Relevant**

**The project had minor deficiencies in the achievement of results in terms of relevance.**

## Effectiveness

### Has the project been effective in achieving the expected results?

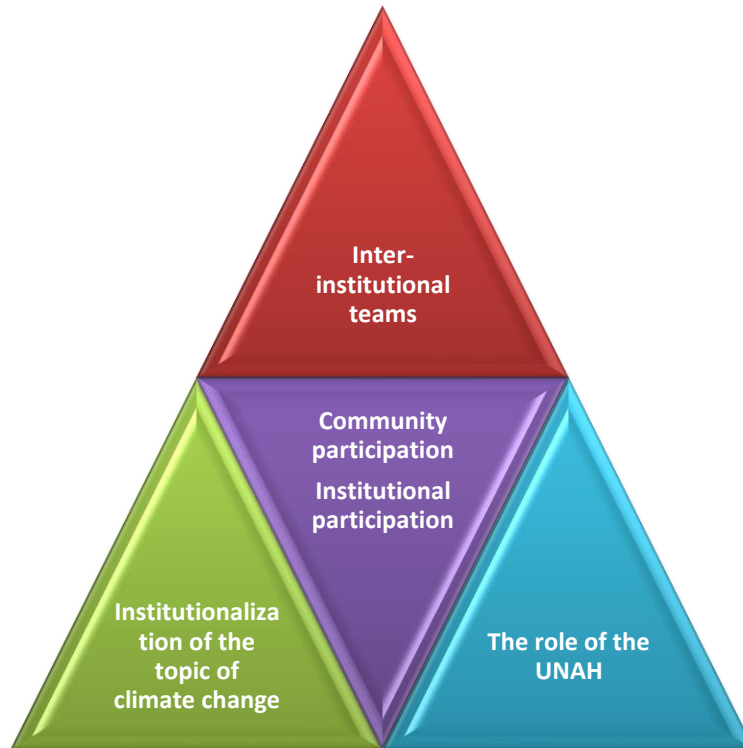
- The project achieved relevant results corresponding to defined objectives. The set of targets were generally achieved, which influenced the adequate positioning of the project. As shown in the table below, the project has exceeded the targets proposed for most indicators.

**Table 3 - Percentage of achievement of targets by indicator by end of the project**

Result/Indicator	Target	Value	Percentage of achievement
<b>Impact</b>			
Number of beneficiaries with improved resilience to climate change	105,200	119,271	113%
<b>Outcome 2</b>			
Indicator 2.1.1 Number of staff trained to respond to a mitigate impacts of climate-related events	300	783	261%
<b>Outcome 4:</b>			
Indicator 4.1.1 Number and type of services within the development sector to respond to new conditions resulting from climate change and variability	3	3	100%
<b>Outcome 5</b>			
Indicator 5.1 Protected or rehabilitated natural resources	60,000	59,000	98%
<b>Outcome 7</b>			
Indicator 7.1 Number of policies introduced or adjusted to address climate change risks	4	5	125%
Indicator 7.2 Number of development strategies incorporating national priorities linked to climate change	2	2	100%

Source: Based on project result information. November 2016.

The success of the project has been underpinned by elements described in the following figure.



### Have the project gaps and risks addressed?

- In 2015, some project activities were not implemented as expected because of:
  - The lack of approval of the requested changes to re-allocate funds between products and achieve greater impact.
  - The existence of new counterparts - municipalities -, planning processes and the signing of letters of agreement experienced delays.
  - The existence of a non-favorable political environment linked to the water service, which created difficulties for the pilot in the city of Tegucigalpa.
- Regarding risk management, the project progress report of December 2016 identified a new risk that about the attack of the bark beetle pest reduced the coverage of the forest corridor and exposed it to forest fires during the 2016-2017 seasons. This has been mitigated through a number of actions, including: Project dedicated resources to support the Restoration Plan that is being implemented at the national level and, specifically, through the Forest Conservation Institute. The project has supported the 3 Municipalities of the Forest Corridor with greater pest affectations, in the actions of Restoration (nurseries) and patrols to avoid land use change in the affected areas, and the prevention of forest fires. A 2<sup>nd</sup> proposal submitted to AF further aims at further addressing these issues.

## What are the main results obtained by the project?

According to interviewed stakeholders, the following are important project results:

Component	Evidence of results
Strengthening of institutional capacities and tools	<ul style="list-style-type: none"> <li>• Capacity strengthening               <ul style="list-style-type: none"> <li>○ An important achievement is the signing of agreements with different institutions, as well as the micro-projects/pilot interventions that emerged from the identification of priorities.</li> <li>○ The replicability of the intervention is another result that could generate positive changes in the future.</li> <li>○ By the end of the project, 2,416 technicians from participating institutions had been trained, which contributed to the strengthening of the response capacity of the institutions involved.</li> <li>○ Support to the General Directorate of Water Resources (DGRH) to address the institutional issue of the Water Authority to comply with elements of the National Water Law that could contribute to the sustainability of processes such as the creation of a Water Fund.</li> <li>○ Strengthening of Regional Development Councils and their technical panels.</li> <li>○ Training for Permanent Technical Units at the regional level.</li> </ul> </li> <li>• Development of tools               <ul style="list-style-type: none"> <li>○ Establishment of a technical platform that allows the coordination between the different agencies and institutions on the subject of adaptation to climate change through the incorporation of objectives and interventions in their own action plans and areas of interest. Some concrete examples of this result include the following:                   <ul style="list-style-type: none"> <li>▪ Exhibitions on territorial land use planning and climate change adaptation in the context of tourism<sup>14</sup>forums, with participation of MiAmbiente+, ICF, COPECO, UNDP and the AF. The concrete achievement of these activities was the strengthening of capacities linked to resilience to climate change among stakeholders from non-traditional sectors.</li> <li>▪ Support of the project in the dynamization of the local organizations, which has representation of civil society and institutions<sup>15</sup>. The concrete achievement of this activity is the strengthening of local organizations, which is a catalyst for works linked to risk management and prevention.</li> <li>▪ Oath of Office for Regional Tables for adaptation to climate change in which governmental, local and</li> </ul> </li> </ul> </li> </ul>

<sup>14</sup> [http://www.camaradeturismodelaceiba.com/wp-content/uploads/2012/11/Presentacion\\_OT\\_ACC\\_JORGEQ.pdf](http://www.camaradeturismodelaceiba.com/wp-content/uploads/2012/11/Presentacion_OT_ACC_JORGEQ.pdf)

<sup>15</sup> [http://www.pnuma.org/ELACC/ELACC\\_Honduras\\_informe.pdf](http://www.pnuma.org/ELACC/ELACC_Honduras_informe.pdf)



	<p>technical cooperation institutions participate. This activity helped improve the regional response capacity to emergencies and situations generated by climate change.</p> <ul style="list-style-type: none"> <li>▪ Implementation of the First Regional Congress on Climate Change<sup>16</sup>.</li> </ul> <ul style="list-style-type: none"> <li>○ Development of regional plans incorporating adaptation planning.</li> <li>○ The project did not have a formal baseline. There was, however, a climate expenditure analysis (2014-2015) showing an increase of only one percentage point in the percentage of spending on climate change compared to the total budget for those two years.</li> <li>○ Strengthening of the national meteorological network. There are 46 stations installed, which transmit to two servers that consolidate information. The cost of the stations' connectivity mainly through mobile data/internet was assumed by the National Telecommunications Commission.</li> <li>○ 16 government institutions, 80 municipalities, and about 104 different instances have received information on climate change. The availability of information is maintained through: <ul style="list-style-type: none"> <li>○ Geoportal: June 2016, 2825 visits. <a href="http://hidro.sinia.gob.hn/">http://hidro.sinia.gob.hn/</a></li> <li>○ ONCCDS, June 2016, 4704 visits</li> <li>○ <a href="http://observa.miambiente.gob.hn">http://observa.miambiente.gob.hn</a></li> <li>○ The webpage of the stations' network <a href="http://181.210.27.253/WEBVIEW/login.asp">http://181.210.27.253/WEBVIEW/login.asp</a></li> </ul> </li> <li>○ The availability of information generated by these platforms is critical to the evidence-based decision-making process and to the creation of strategic action plans.</li> <li>○ Update of the National Hydrological Balance (a document that incorporates a map with a new administrative delimitation of the basins from the economic point of view, with the purpose of establishing zones for strategic planning in this area).</li> <li>○ UNDP was a key stakeholder in the development of the CdT4H (acronym in Spanish), a planning tool that provides guidelines to mainstream climate change adaptation and disaster risk reduction into land use and territorial planning processes.</li> <li>○ Integration of climate change indicators in the regional planning processes led by SCGG.</li> <li>○ Development of 5 regional land use plans with climate change considerations.</li> <li>○ Support in the development of different instruments such as the Water Balance, Water Policy, Ground Water Regulations, Sub-watershed Councils.</li> </ul>
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<sup>16</sup> <http://observa.miambiente.gob.hn/>

<p>Reducing stress created by water scarcity.</p>	<ul style="list-style-type: none"> <li>• Development of 22 micro-watershed action plans, which stipulate operational workplans and budgets.</li> <li>• At the end of the project, more than 20,000 people using micro-watersheds were counted.</li> <li>• At the end of the project, 2,104 families and 6,842 families benefited from works to adapt to climate change in rural and urban areas, respectively.</li> <li>• As for the climate change adaptation pilot projects, there was evidence of ditch works to manage excessive runoff, pumping systems for schools and knowledge management actions for beneficiaries.</li> <li>• Protection of the ecosystems corresponding to the watersheds that serve the urban area of Tegucigalpa, an aspect linked to the establishment of the Central Forest Corridor.</li> <li>• Establishment of water harvesting works in vulnerable areas of Tegucigalpa.</li> <li>• 8,186 families from Tegucigalpa and the Central Forest Corridor municipalities with intensive measures to improve access to water in quantity and quality (water harvesting, micro irrigation, improvement of small water systems, domestic technologies (stack, eco-stoves, filters).</li> <li>• Extensive measures benefited 23,318 households.</li> <li>• Management support in 35,600 hectares in Protected Areas (ICF) and 68,000 hectares in Sub-Basins (SANAA).</li> <li>• The communication system and Central Forest Corridor protocol of the ICF Forest Operations Center (COE). 8,988 families were benefited to implement measures to adapt to climate change.</li> </ul>
<p>Capacity building focused on enabling actors at all levels to effectively respond to the impacts of climate change.</p>	<ul style="list-style-type: none"> <li>• The empowerment of the people through “Toolboxes” and the availability of information, which led to the emergence of micro-projects prepared by beneficiaries constituted two important examples of capacity building</li> <li>• A critical mass of professionals with expertise in climate change adaptation was created. In addition, understanding about the impact of climate change in Honduras was improved.</li> <li>• Three educational programs have been established (e.g. Diploma on Climate Change with a focus on Water Resources). In the case of the strengthening of the Meteorological Network, the 46 stations constitute evidence of progress in the production of strategic information in real time. In the process of dissemination of information, the Honduran Land Use Institute of the UNAH was involved. One persisting challenge is how to get information to be used beyond state institutions so that it can fulfill its strategic purpose of providing evidence to mayors, producers, and water management boards.</li> <li>• Fundación Vida developed a series of communication tools to reach larger audiences. In this way, their capacities were strengthened to synthesize and communicate strategic information on water resource management and climate change.</li> </ul>

	<ul style="list-style-type: none"> <li>• Other elements of communication produced by the project included, but were not limited to pages on social networks, information pamphlets on micro-watershed plans, pamphlets on the content of communication strategies of the Central Forest Corridor platform, the UNAH Program on Climate Change, maps and templates, among others.</li> <li>• The Technical Meteorologist Career was started in 2016, training 10 professors and issuing diplomas in meteorology.</li> </ul>
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Source: Based on interviews and project progress reports. Progress linked to the Project Board. December 2016 and Midterm Evaluation Report.

## **Pilots of comprehensive measures to safeguard Tegucigalpa city and environs water supply**

The measures included in the pilot projects corresponded to:

- i) Water provisioning services maintained despite long-term climate trends through sustainable land use practices piloted in the highland watersheds and green belt around Tegucigalpa;
- ii) Financial mechanisms assisting in managing water supply and demand to address current and projected water scarcity in the capital city and surrounding landscape;
- iii) Activities for adaptation to climate change impacts, ranging from water scarcity to flooding piloted in the 14 most vulnerable areas of Tegucigalpa (e.g. low cost water storage facilities, stabilized landslides areas, more efficient water use and rainfall management schemes, early warning systems); and
- iv) Targeted thematic strategic plans to enable municipal authorities of the upper Choluteca River to overcome short-term reactive responses to climatic risks.

Based on the interviews and analyses conducted, the set of measures with the highest potential for replicability corresponds to activities for adaptation to climate change impacts as this can build on the experiences generated building on the UNDP Small Grants Programme guidelines and approach and the World Vision and PREVDA project to address risks faced by population that are considerably vulnerable to water scarcity, floods, landslides and diseases in marginalized areas of Tegucigalpa.

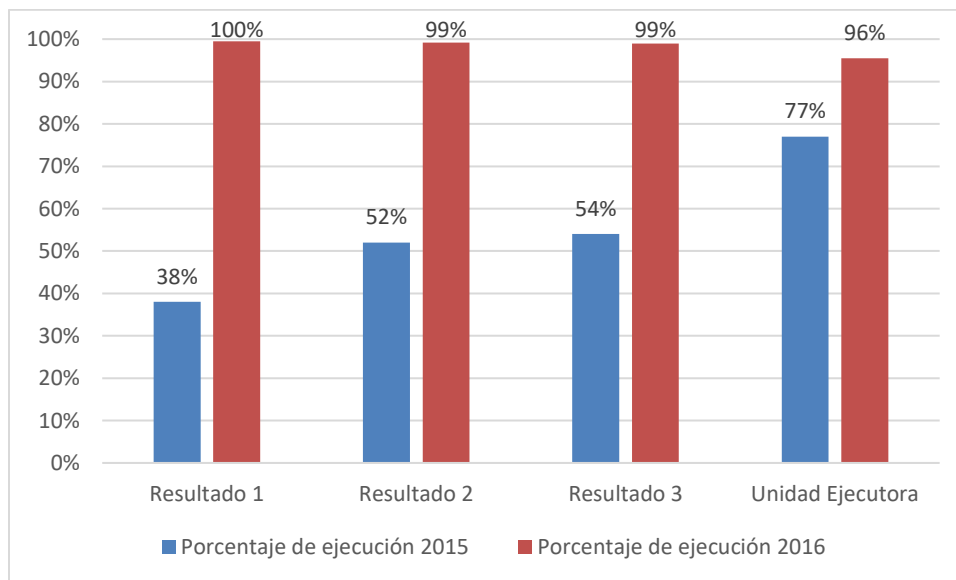
**Satisfactory**

**The project had minor deficiencies in the achievement of results in terms of effectiveness.**

**Efficiency**

- As of June 30, 2015, total expenditures in the three components and administrative activities of the project were US\$715,347.81. By December 2016, total expenses amounted to US\$5,168,073.
- As shown in the following graph, while financial execution ranged from 38% to 54% in 2015, it was anticipated that these percentages would increase considerably, as was observed in the last progress report of the project, in which a level of implementation very close to 100% of the total funds and those assigned to each result was reported. This is clear evidence of the efficiency of the project’s budget execution.

**Graph 1 Percentage of financial execution by result 2015 and 2016.**



Source: Based on progress reports presented to the Project Board. November and December 2016.

**Assessment of Efficiency**

**Very Satisfactory**

**The project did not have deficiencies in the achievement of results in terms of efficiency.**

## Institutional Effectiveness and M&E

- The interviewees commented that one of the main strengths of the project was the performance of the Project Management Unit, whose technical and coordination areas did not have major communication problems. According to the interviewees, the transparency and frequency in dissemination of information and the efforts to undertake frequent bilateral meetings was a common practice of the management. The only weaknesses that were perceived were linked to improvements needed in the coordination of field visits in conjunction with other implementing entities, an activity that was sometimes affected by the lack of staff availability and the lack of information on procedures and guidelines for disbursements.
- Interviewed stakeholders highlighted the considerable guidance received from UNDP and recognized the openness of this agency in the implementation of the project design changes required after the midterm evaluation of the project.
- The rotation of trained staff could have created implementation gaps. This is a key issue because higher staff turnover generates losses of technical knowledge and an orderly process for induction of new staff is not always available, which becomes a weakness.
- The Project Board played its strategic steering role in light of the NIM implementation modality. This entity had as main input the progress reports of the project, which allowed it to carry out their oversight and decision making activities. The Project Board carried out the following functions:
  - According to the interviewees, the Project Board approved the work plan of the project.
  - The Project Board had to make decisions on the milestones defined in the Annual Operational Plan.
  - The Project Board strategically monitored the development of the project, ensuring that the activities were contextualized in the strategies and objectives of the project.
  - The Project Board approved the budget and its substantial revisions.
  - The Project Board approved the plans, technical reports and financial progress of the project.
- On the preparation of the final report of the project:
  - It was suggested that during the last three months, the Project Management Unit would prepare the final Project Progress Report of the project with UNDP support. This comprehensive reporting efforts would summarize the results achieved (objectives, effects, outputs), lessons learned, problems encountered and areas

where results may not have been achieved, By mid-September 2016, there was already a draft of the afore-mentioned report.

### **Assessment of institutional effectiveness and M&E**

#### **Satisfactory (S)**

**The project had minor deficiencies in the achievement of results in terms of institutional effectiveness and monitoring and evaluation.**

## **7.2 Evaluation of risks for the sustainability of the project and progress toward the achievement of impacts**

### **On sustainability**

- Financial risks
  - No clear exit strategy for the project was identified and there is a persistent doubt about the availability of resources in the future.
  - If the levels of budgetary allocation do not increase in the counterpart institutions, there is a risk of lack of sufficient financial support in the absence of the project - especially considering the pilot interventions.
- Socio-political risks
  - The change of government in 2017 could create obstacles for the continuity of project interventions.
- Risks linked to institutional arrangements
  - There remains a concern about the Central Forest Corridor. As the project has concluded, the following questions remain: Who will manage it properly? The National Climate Change Directorate has limited resources and personnel.
  - Although the participating institutions have taken ownership of the issue, there is still a need to move forward from agreements to concrete actions that guarantee sustainability, as it depends on the budget and the job stability of the trained personnel. In city councils, for example, the continuity of interventions would depend on technical staff and financial resources being maintained.
  - The Government has created a Climate Change Presidential Office - Clima+ - which could help mitigate the risks associated with sustainability if sufficient support and independence is provided so that this entity can act to approve and coordinate national climate change policy implementation, monitoring and investments via collegiate decision making processes involving its National Steering Council.

- Due to the turnover of personnel in some institutions, the risk of continuity of processes persists due to steep learning curves. According to the interviewees, the strengthened capacities in the case of producers are more likely to continue after the end of the project.
- The possibility of not using the technical assessments and information generated in real time by the different platforms supported by the project was detected if the project is not shared with the different actors in formats that consider the particularities of the audiences.

Some elements identified in terms of risk mitigation for sustainability included the following:

- Empowerment and ownership by the population and institutions are elements that could contribute to sustainability. In participating communities, for example, economic analyses were conducted to determine the costs of works after the project was completed.

**Assessment of sustainability:**

**Moderately likely**

**There are moderate risks affecting this dimension of sustainability.**

**The proposed mitigation measure is the development of a project exit strategy.**

**On the progress towards achieving impacts**

- Although the measurement of the achievement of impacts requires sufficient time after the completion of a project, it was possible to identify at least some indications of progress towards them.
- Compliance of 113% of the target of the indicator “Number of beneficiaries with improved resilience to climate change” suggests the nominal existence of a significant behavioral change in the beneficiary population, a necessary condition for the achievement of well-being - a concept linked to impact in the long term.
- Indications of reduction in the tension of ecological systems were identified with the establishment of the Central Forest Corridor.
- The establishment of 22 Micro-Watershed Plans constitutes a necessary condition to improve the ecological status.

**7.3 Evaluation of the processes that influence the scope of project results**

- The project was implemented in the context of the national circumstances, because in its beginnings, the issue of climate change and its link to water resources in the area of intervention of the project was not as integrated as it is now.
  - The project is fully aligned with the Nation's Plan, the National Climate Change Strategy of 2010, and the Climate Change Act of 2013.
  - National and regional adaptation plans were a key idea of the project, which responded directly to national priorities, especially in light of the country's drought emergency.
- The project supported environmental priorities for adaptation to climate change as it demonstrated the linkage between environmental issues and climate risk management, based on an integrated and holistic vision. Concrete national priorities in which the project has intervened include: protection of water resources, protection of watersheds, creation of reforestation and conservation plans, water harvesting, drip irrigation, and capacity building for management and resilience to these priorities in all levels.
- The project has been highly important for the country, since it allowed the issue of climate change to be cross-cutting among state institutions.
- The project activities that have promoted the inclusion of climate change within territorial planning act as a guide for all the planning processes of the country to include the issue of adaptation to climate change.<sup>17</sup>

#### **What was the level of stakeholder participation appropriate in the project design?**

- Stakeholder involvement has been appropriate, from the project design stage to completion. The project did not only focus on institutional stakeholders but also on residents of vulnerable communities. This guaranteed that in addition to institutional staff in charge of service provision, the capacities and resilience of those actually receiving benefits via civil works were improved.
- An important point of relevance of project design was to have taken NGOs into account, since these members of the civil society sector have relevant information on the real needs of the beneficiaries at the local level

#### **What has been the level of ownership of stakeholders in the implementation of the project?**

- The perceived level of ownership was satisfactory, since the project interventions always had a multi-sectoral approach as the common denominator. Accordingly, it can be affirmed that a dynamic of participation of the different institutions was created, which was achieved through the signing of agreements and joint monitoring. This is another aspect that has added to the relevance of the project, as it is directly proportional to the degree of acceptance and ownership by the stakeholders, especially in the case of a subject such as water resources in the context of climate change, whose management is

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<sup>17</sup> Adapted from Fundación Vida. 2013. Perceptions Report.



beyond the reach of a single institution and requires the confluence of strategies and responses from different entities.

- It is important to mention that while achieving a common agenda is not easy, the project managed to strengthen the appropriation of institutions at the central and local levels through the creation of elements such as the Tools Notebook, a product that was developed for a year and a half by a core multi sectoral team. The tool has allowed the identification of scenarios and the appropriation of knowledge at all levels.

The project worked with many actors ranging from technical staff to stakeholders at the Presidency of the Republic. Thus, it established a fairly direct relationship with institutions related to water resource management, with producers, cooperation agencies, water boards, mayors, universities and the National Drought Expert Committee. Despite the aforementioned involvement, the interviewed stakeholders pointed to limited participation of private enterprise. This lack of involvement highlights a window of opportunity for enhancing the coordination with the Honduran Private Enterprise Council (COHEP) through the regional dimension of its Development of Sustainable Companies Strategy, which promotes the standardization of municipality-level procedures and costs linked to operational permits and environmental licenses<sup>18</sup>.

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<sup>18</sup> <http://www.comunidadilgo.org/cohep/estrategiahonduras.pdf> , consulted on March 3<sup>rd</sup>, 2017.

## 7.4 Evaluation of the contribution of the project to the objectives of the AF

The project was designed and implemented in Honduras, a signatory to the UNFCCC and the Kyoto Protocol, which is particularly vulnerable to the effects of climate change. In 2010, the Global Climate Risk Index- published by German Watch - placed Honduras, Bangladesh and Myanmar as the countries that had been most affected by extreme climate events between 1999 and 2009. In the most recent report of this global index, the afore-mentioned ranking had practically not varied as Honduras remained as the country with the highest climate vulnerability, together with Myanmar and Haiti.

### **Contribution to the achievement of the AF planned impact**

- The project has allowed the country to increase its resilience at all levels through the components related to capacity building. An important aspect to improving resilience at the national level is the establishment of a solid meteorological network - with 46 stations - that produces strategic information in real time. At the community level, the CdH4H toolkit was an important input to ensure that the population had sufficient access to information and adaptation techniques.
- Resilience has also been strengthened at the institutional level through the coordination established among the different entities, many of which have incorporated climate change adaptation strategies into their plans.

### **Contribution to the achievement of the AF objective**

- Although future impact assessments should be conducted, the reviewed evidence suggests that the project has reduced the vulnerability of intervention areas to the effects of climate change. By providing civil works supporting climate change adaptation to the people, by establishing the Central Forest Corridor platform and by training the population on adaptation strategies, the project has allowed a qualitative leap in reducing vulnerability.

The final Project Progress Report in its result tracker tab provides information on project results aligned with the AF strategic result framework.

## Evaluation of M&E System

### M&E Arrangements

The project was monitored and evaluated through the following activities:

**Start of the project:** The start-up workshop was held in the first two months of the project implementation phase. It included stakeholders with assigned roles in the organization's structure, the UNDP Country Office and technical advisers to regional programs and policies.

**Quarterly:** Progress was monitored on the basis of the UNDP Results-Based Management Platform. Based on the risk analysis, the risk framework was regularly updated in the ATLAS system. Based on the information entered in ATLAS, a Project Progress Report could be generated in the Executive Snapshot. Other ATLAS entries could be used to monitor lessons learned.

**Annually:** Through Annual Project Progress Reports, as per AF requirements, including rating of results at the output and activity level in the reporting period, cumulative results as per strategic results frame indicators, financial and procurement information, as well as risks update and lessons learnt.

**Periodic monitoring through field visits:** The UNDP Country Office and the UNDP Regional Center for Latin America and the Caribbean conducted field visits to the project intervention areas and supported work planning and monitoring processes in their oversight and quality assurance functions.

**Mid-term evaluation of the project:** The project underwent an independent mid-term evaluation.

**Terminal evaluation of the project:** The project underwent a terminal evaluation.

### Monitoring reports:

The project had the following reports to inform on its progress:

1. Initial workshop report
2. Project Progress report based on information from ATLAS.
3. Annual Project Reviews and Annual Implementation Reports.

4. Field visit reports.
5. Final report of the project

**Assessment of M&E Arrangements**  
**Highly Satisfactory**  
**No defects were found in terms of M&E arrangements**

#### **M&E Plan**

- The project had a monitoring and evaluation plan that stipulated the M&E activities, their budget and their implementation schedule<sup>19</sup>.
- M&E activities included a start-up workshop and regular monitoring of project indicators, the types of reports to be submitted and the specification of the mid-term and end-of-project evaluations.
- The total amount allocated to M&E under the plan was US \$ 61,500 or about 1.2% of the total project budget.
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**Assessment of the M&E Plan**  
**Satisfactory (S)**  
**There were some minor defects in the M&E system**

#### **Indicators**

- Originally, the project focused on 16 indicators distributed among the different components and levels of the results chain.
- The mid-term evaluation suggested a review and adjustment of some indicators and to reflect the success of the project, as it also considered that some indicators did not adjust to it sufficiently.

**Assessment of project indicators**  
**Moderately Satisfactory**  
**There were some minor defects in the M&E system**

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<sup>19</sup> [https://www.adaptation-fund.org/wp-content/uploads/2015/01/Honduras\\_Inception%20Workshop%20Report%20final.pdf](https://www.adaptation-fund.org/wp-content/uploads/2015/01/Honduras_Inception%20Workshop%20Report%20final.pdf)

## 8. Cross-cutting issues

- The gender aspects in the implementation of the project are incorporated from the generation of equal opportunities for women and men to integrate the executing unit. Similarly, the technical teams of the counterparts are consisted of a good representation of technical professionals of both sexes.
- In 2015, women’s participation was closely monitored in pilots designed at the municipal level.

## 9. Follow-up of mid-term evaluation recommendations

Recommendation of the midterm evaluation	Assessment at the time of evaluation
Discuss the possibility of reallocating project budget resources.	By including the new municipalities, a reallocation has been made.
Changing the focus of interventions from the central district to surrounding municipalities.	This recommendation was implemented in concrete form and was recognized as a necessary modification of the design of the project.
Strengthen the capacities of the project team	The interviewees acknowledged that the technical team of the project strengthened their capacities to be better positioned to provide assistance to the beneficiaries.
Improve the dissemination of key publications.	Work is still required to achieve broader compliance with this recommendation. It is not enough to disseminate publications, but to systematize their findings and adapt them to the audiences who will receive them and who could use them strategically, from a decision maker to a producer on a plot.
The collection and availability of project information should be improved.	The project used web content and social networks to improve the availability of information.
Make efforts to obtain secondary funding to meet needs.	There is a persisting gap in this area, which is linked to the sustainability of the project. Availability of funds is the main concern for sustainability at the municipality level.
Review of project indicators.	It was requested to modify the indicator referring to the number of beneficiaries with concrete measures and the area was extended to the surrounding municipalities.

## 10. Conclusions

The Project made considerable progress in achieving the established outputs and outcomes. It also faced important challenges like the change process in the project's coordination and the need to modify some design aspects which led to guiding investments to the Central Forest

Corridor surrounding Tegucigalpa, the strengthening of capacities at all levels and improving availability of the information generated by the Project. The specific conclusions presented below are organized in accordance with the planned Project results:

- Improved institutional capacities and tools for mainstreaming adaptation to climate change through the regulation and application of the new Water Law and the National Plan Law, which calls for inter-sectoral and landscape approaches that internalize climate change concerns.
  - The information obtained from interviewees and the desk review indicates the existence of a positive perception of project implementation. The intervention has positioned climate change within the priority agendas of the country with capacity building efforts aimed at the population of vulnerable areas and high-level decision makers of government institutions. This is a significant achievement, especially if one considers that Honduras has one of the highest levels of climate-related vulnerability in the world. Furthermore, by the end of the project, several capacity development activities were developed in the different institutions and entities such as the General Directorate of Water Resources (DGRH), Permanent Technical Units and Regional Development Councils and their technical panels.
  - The project was also successful in creating an unprecedented set of technical and policy tools aimed at increasing resilience to climate change. These included the establishment of a technical platform that allows the coordination between the different agencies and institutions, strengthening of the national meteorological network, update of the National Hydrological Balance and integration of climate change indicators in the Planning Regulation for the preparation of regional plans.
  - Achieving a common work agenda in a multi-sectoral environment is a difficult task. The project achieved this with by signing agreements with different entities acting as counterparts and partners of the project.
  - Strong working and coordination relationships were built with central level institutions and local level communities and entities. The project allowed for a fairly direct relationship with institutions linked to the water resource management sector, with producers, cooperators, Water Boards, Board of Trustees, City Halls, the academic sector and the National Drought Expert Committee. Nonetheless, evidence on the full and active participation of the private sector was missing.
  - There is a difference between the target linked to a 10% increase in budgetary allocations on the topic of climate change and the reality reflected in the investment studies, which presents a less optimistic scenario. This raises some

questions about the realism of the stated goal, especially in projects whose approach is cross-cutting and not dependent on a single intervention to which the change can be attributed exclusively.

- The implementation of the project constitutes evidence of the adequacy of the National Implementation Modality (NIM) approach when multi-sectoral coordination spaces are created, when accountability and implementation are shared with national institutions and when local capacities are strengthened.
- Existing water stress and projected increased water scarcity in Tegucigalpa and surroundings, as well as flash floods due to extreme events, addressed through a range of complementary measures that will serve to pilot responses to climate change impacts in both watershed and urban settings.
  - The establishment of a Central Forest Corridor platform via protection of the ecosystems corresponding to the watersheds that serve the urban area of Tegucigalpa highlighted the need to link the different modalities of protected areas with water resource management actions.
  - The shift in focus from the Central District to the municipalities was a successful adjustment of the project's design to improve the effectiveness of interventions.
  - The development of 22 micro-watershed action plans generated an adequate policy implementation environment and also highlighted the need for integration of the plans. This is particularly important, considering that more than 20,000 people are using micro-watersheds.
- Targeted capacity building and tools enable stakeholders at all levels to effectively respond to long-term climate change impacts:
  - Beyond civil works provided and the produced tools, the project contributed to the creation of social capital through the improvement of knowledge to address climate change and the rational management of water resources.
  - Civil society played a key role for the project, both as a sector included in the intervention's design and as an important stakeholder contributing to the likelihood of sustainability of the activities. Any activity that is planned in the near future to give continuity to project's interventions must be carried out in conjunction with civil society, as this sector possesses concrete knowledge on the needs and vulnerabilities of the population. At the same time, civil society has developed an exemplary experience in stakeholder engagement, which is linked to the objectives of projects addressing climate change.
  - One of the main achievements of the project was the empowerment and ownership generated among beneficiaries and participating entities. An example of project ownership corresponds to the creation of CdH4H toolkit , a planning

tool developed over one year by a multidisciplinary and multi-sectoral team. The CdT4H tool facilitated the identification of scenarios and the appropriation of knowledge.

- Information sharing
  - Progress has been made with several articles disseminating the project's outcomes. Additionally, with social network management and systematization videos. However, the challenge for this stage of the project's final phase is to be able to systematize and show the impact of the climate change adaptation measures, including their technical and economic effectiveness and feasibility for replicating and scaling-up the measures for larger programs at the national level.
- Potential for sustainability
  - Calling the local interventions of the project a pilot project<sup>20</sup> created some doubts about the possibility or certainty of a second phase, especially since no clear exit strategy was identified during the evaluation.
  - Future presidential elections may create a risk to progress on what has been achieved with project interventions as a change in government may also represent a change in technical and decision-making staff in the different institutions.
  - No clear exit strategy was identified pinpointing the necessary steps for the continuation of activities.

## 11. Lessons Learned

- Involving local stakeholders from different sectors is key to the success of the interventions:
  - The active participation and collaboration between project implementers and beneficiaries. Although it was not the case in the past, it is clear that after the project was implemented, community organizations formed strategic alliances with state institutions. As a result communities have a sense of ownership over the interventions linked to the protection of sub-basins. Likewise, the participation of communities in the planning of activities has increased the effectiveness of planning processes.
  - The development of an overall diagnosis of the communities is necessary to prioritize those that meet certain criteria to achieve a greater efficiency.

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<sup>20</sup> See page 7 of the PRODOC, under Project Objectives: The objective of the project is to increase resilience to climate change water-related risks in the most vulnerable population in Honduras through pilot activities and an overarching intervention to mainstream climate change considerations into the water sector.



- It is important to carry out previous biophysical studies of soil capacity and use, land management, human settlements and indirect beneficiaries for a better design of Climate Change Adaptation Projects.<sup>21</sup>
- Given that interventions in this type of projects require the collaboration of several departments of Municipal Offices, there must be good communication and knowledge sharing among them so that they can be more efficient.
- The integration of inter-institutional and interdisciplinary teams on topics such as the Central Forest Corridor, territorial planning and information systems strengthens capacities and improves relations between institutions. With the availability of funds for pilot measures in the Central Forest Corridor rural areas, greater appropriation was generated by local governments to work with the water boards on concrete measures related to improving water collection and distribution systems and forest protection.
- Effective communication and information sharing enhances project awareness and facilitates evidence-based decision making:
  - Information dissemination activities linked to the intervention and adjusted for different audiences, contribute to generating ownership of project results by community members and decision makers. Along the same lines, a lesson learned is that institutions must recognize the need to maintain, collect and produce hydro-meteorological information.
- Highlighting the cross-cutting nature of climate change is essential for country ownership and sustainability:
  - An important lesson learned is the need for national recognition of the cross-cutting nature of climate change adaptation. Institutions cannot work as silos to improve resilience to climate change.
  - It is important to influence high-level decision-makers and not only technical level staff of the different institutions to embrace the priorities brought about by climate change.
- The possibility of Institutional changes must be taken into account during project design:
  - Projects of this type must anticipate changes in government, to ensure continuity of commitments.
  - Decision makers at institutions embarking on a project of this type should continue, as any change generates significant learning curves and delays in re-establishing commitments.

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<sup>21</sup> Adapted from AMDC. 2016. Final Counterpart Report.



## 12. Recommendations

### Project Management

9. There should be a master plan for watershed management - not several - in a way that facilitates the creation of a comprehensive water resource management strategy. This would facilitate the generation of a timetable and a general budget. The Clima+ Presidential Office could be a good opportunity to strengthen the positioning of the climate change issue. This will be possible, of course, if this initiative is given the proper hierarchy and independence as established in its official Decree of creation dated on November 1<sup>st</sup>, 2016.
10. Local committees of maintenance of civil works should be formed in the different areas. This would strengthen local empowerment and at the same time contribute to increase the average life of the works and the structural integrity of households. In the particular case of water harvesters, these should be installed in public places, to ensure the most effective use of the materials used in their construction.
11. It is important that civil society mobilizes during the presidential campaigns to achieve commitments with candidates on the need to guarantee continuity of project interventions.
12. In future projects, in addition to the start-up workshop, there should be a mid-term workshop and a closure workshop that would be facilitated by evaluators to analyze progress and gain more detailed insights on required design changes and lessons learned.

### Participation of women

13. While the project strengthened resilience to climate change at all levels and worked towards increasing the participation of women, it is still necessary to enhance their active participation actions linked to climate change adaptation and water resources management beyond what was observed in 2015 in pilots designed at the municipal level.

### Communication and strategic information needs

14. It is pertinent to consider the need to create or strengthen a National Climate Change Observatory that allows a broader dissemination of the information generated by the project so that it can be received and used strategically by different audiences at the national level.

## Sustainability

15. The signing of inter-institutional agreements emerges as an important element of the “Exit Strategy” in light of the possible changes brought about by the new government.
16. There should be an “Exit Strategy” aimed at defining sustainability options. The exit strategy to be developed should take the following elements into account:

Selecting the list of stakeholders who would be involved in the activity follow-up process, namely, international organizations, institutions participating in the multi-sectoral approach water resources management, environmental NGOs working in municipalities, civil society organization representatives with strong stakeholder engagement skills, local authority representatives and regional delegations of institutions working on water resources management.

b. The Project Board should act as the coordinator of the exit strategy. After project closure, the Project Board should transfer the responsibility to the group of selected stakeholders.

e. Development of a list of indicators that will support monitoring efforts for the exit strategy

### 13. References

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## 14. Annexes

**Table 4 Evaluation Matrix**

Evaluation criteria	Evaluation questions	Indicators	Data source	Methodology
Relevance	Is the project relevant for the effects of the Country Program? Why? Why Not?	Consistency between project objectives and the objectives of the country programme.	UNDP Country Strategy Project documents Key stakeholders	Document review Interview
	How does the project support the area of climate change and the strategic priorities of the Adaptation Fund?	Consistency between project objectives and the strategic priorities of the Adaptation Fund.	Strategic Priorities of the AF. Project documents Key stakeholders	Document review Interview
	How does the project support environmental priorities for adaptation to climate change and development at the national level?	Consistency between project objectives and the country's strategic priorities	National Plan Project documents Key stakeholders	Document review Interview
	What was the level of stakeholder participation in the project design?	Responses on the participation of stakeholders in project design	Key stakeholders	Document review Interview Field visit

Evaluation criteria	Evaluation questions	Indicators	Data source	Methodology
	Does the project take into account national realities (policy and institutional framework) in both design and implementation?	Consistency of the project design and the country's institutional and policy framework.	Key stakeholders Project documents Policy Framework	Document review  Interview
	What has been the level of ownership of stakeholders in the implementation of the project?	Responses on the ownership of stakeholders with regard to project design	Key stakeholders	Document review  Interview  Field visit
	Are there logical links between expected project outcomes and project design (in terms of project components, partner choice, structure, implementation mechanisms, outreach, budget, use of resources, etc.)?	Analysis of consistency between expected results and the design of the project	Key stakeholders Project documents Results Framework	Document review  Interview
	Is the duration of the project sufficient to achieve the proposed results?	Interviewee responses	Key stakeholders Project documents	Document review  Interview

Evaluation criteria	Evaluation questions	Indicators	Data source	Methodology
Effectiveness	Has the project been effective in achieving the expected results?	Analysis of indicator results vis a vis baseline and target values	Key stakeholders Project progress reports	Document review Interview Field visit
	What are the main results obtained by the project?	Analysis of indicator results vis a vis baseline and target values	Key stakeholders Project progress reports	Document review Interview Field visit
	How were the risks and assumptions of the project handled?	Interviewee responses on the project's risk management processes	Key stakeholders Theory of change	Document review Interview
	What has been the quality of the mitigation strategies developed?	Interviewee responses on the project's risk management processes	Key stakeholders Project documents Theory of change	Document review Interview
	What changes could have been made (if any) to the design of the project to improve the achievement of the expected results?	Interviewee responses on changes that could have been made to the project's design	Key stakeholders	Document review Interview



Evaluation criteria	Evaluation questions	Indicators	Data source	Methodology
	Have the logframe, the work plans or any changes made to them been used as management tools during project implementation?	Interviewee responses on the use of the logical framework	Key stakeholders	Document review Interview
	Have the progress reports been accurate and timely? Do they meet the reporting requirements? Do they include adaptive management changes?	Review of progress reports	Key stakeholders	Document review Interview
	Has project execution been as effective as originally proposed (planned vs. actual)?	Review of the financial and programmatic execution of the project	Project progress reports Project documents Key stakeholders	Document review Interview
	Has the co-financing been as planned?	Interviewee responses on co-financing	Project documents Key stakeholders	Document review Interview
	How has the results-based management approach been used during project implementation?	Interviewee responses on the use of the results based management approach.	Project documents Key stakeholders	Document review Interview

Evaluation criteria	Evaluation questions	Indicators	Data source	Methodology
Institutional Effectiveness and M&E	Are there measurements of the use of time by project staff?	Analysis of the use of time	Key stakeholders	Interviews
	What are the three main strengths of the project's procurement processes?	Process analysis	Key stakeholders	Document review Interview
	What are the three main weaknesses of the project's procurement processes?	Process analysis	Key stakeholders	Document review Interview
	What are the three main strengths of the project's M&E processes?	Verification of existing Vs. planned resources	Key stakeholders Monitoring and Evaluation Plan	Document review Interview
	What are the three main weaknesses of the project's M&E processes?	Verification of existing Vs. planned resources	Key stakeholders Monitoring and Evaluation Plan	Document review Interview

Evaluation criteria	Evaluation questions	Indicators	Data source	Methodology
	Is the ATLAS M&E tab systematically used to follow up on project activities?	Analysis of PRODOC requirements Vs. the information included in the Atlas tab.	ATLAS	Document review Interview
	Does the project follow quality standards established by UNDP?	Analysis of information on quality standards	UNDP Quality Standards Key stakeholders	Document review Interview
	Which method has been used to determine compliance with quality standards?	Analysis of information on quality standards	UNDP Quality Standards Key stakeholders	Document review Interview
	How is quality of project outputs measured?	Analysis of information on quality standards	UNDP Quality Standards Key stakeholders	Document review Interview
	How are M&E reports generated by ATLAS used on a day to day basis? Are these reports used to make proactive decisions or to react to problems?	Analysis on the use of reports generated by ATLAS	Key stakeholders ATLAS reports.	Document review Interview

Evaluation criteria	Evaluation questions	Indicators	Data source	Methodology
Efficiency	Has the project been implemented within the planned cost estimations and deadlines?	Review of financial execution reports	Key stakeholders Project documents Progress Reports	Document review Interview
	What are the lessons learned in terms of project efficiency?	Stakeholders' responses	Key stakeholders Project documents Progress Reports	Document review Interview
Sustainability	Have sustainability issues been integrated into the design and implementation of the project?	Stakeholders' responses	Key stakeholders	Document review Interviews
	Does the project adequately address financial and economic sustainability issues?	Stakeholders' responses Review of the PRODOC	Key stakeholders Exit Strategy	Document review Interviews
	Is there evidence that project partners will continue the activities beyond the completion of the project?	Stakeholders' responses Review of the exit strategy	Key stakeholders Exit Strategy	Document review Interviews

Evaluation criteria	Evaluation questions	Indicators	Data source	Methodology
	What is the degree of political commitment to continue working on project outcomes?	Stakeholders' responses	Key stakeholders Exit Strategy Signed agreements	Document review Interviews
	What are the main challenges that can hinder the sustainability of efforts?	Stakeholders' responses	Key stakeholders Exit Strategy	Document review Interviews
	Have they been addressed during project management?	Stakeholders' responses	Key stakeholders Exit Strategy	Document review Interviews
	What potential measures could contribute to the sustainability of the efforts made by the project?	Stakeholders' responses	Key stakeholders Exit Strategy Signed agreements	Document review Interviews
	Does the project have an exit strategy?	Stakeholders' responses	Key stakeholders Exit Strategy Signed agreements	Document review Interviews

Evaluation criteria	Evaluation questions	Indicators	Data source	Methodology
Lessons Learned	What lessons learned and best practices are identified on climate change and sustainable energy issues in relation to the Government's national objectives and priorities?	Stakeholders' responses	Key stakeholders	Document review  Interviews

Source: Based on the requirements put forward in the consultancy terms of reference.

The formats will be adapted in accordance with the type of audience and the interview method.

## Group/individual interview guide for key stakeholders

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Date | Time *[Date / time]* | Location *[Location]*

Interviewer	Name	Interviewee(s)
	Objective	Interviewee(s)

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### Introduction

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Thank you for accepting to participate in this interview. My name is Javier Jahnsen and I am conducting this interview on behalf of XXXXXX as part of the final evaluation of the XXXXXX project. XXXXXX. The purpose of this interview is to obtain your opinion and information on the implementation of the aforementioned project, the aspects that worked and those that have not been as effective. The interview will have a duration of 1.5 hours approximately.

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### Relevance

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- How does the project support the area of climate change and the strategic priorities of the Adaptation Fund?
- How does the project support environmental priorities for adaptation to climate change and development at the national level?  
What was the level of stakeholder participation in the project design?
- Does the project take into account national realities (policy and institutional framework) in both design and implementation?
- What has been the level of ownership of stakeholders in the implementation of the project?
- Are there logical links between expected project outcomes and project design (in terms of project components, partner choice, structure, implementation mechanisms, outreach, budget, use of resources, etc.)?
- Is the duration of the project sufficient to achieve the proposed results?
- Is the project relevant to the effects of Country Program? Why? Why Not?
- To what extent was the project integrated with other UNDP priorities, including poverty reduction, better governance, natural disaster prevention and recovery, and gender?

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### Effectiveness

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Has the project been effective in achieving the expected results?  
What are the main results obtained by the project?  
How were the risks and assumptions of the project handled?  
What has been the quality of the mitigation strategies developed?

What changes could have been made (if any) to the design of the project to improve the achievement of the expected results?

Have the logframe, the work plans or any changes made to them been used as management tools during project implementation?

Have the progress reports been accurate and timely? Do they meet the reporting requirements? Do they include adaptive management changes?

Has project execution been as effective as originally proposed (planned vs. actual)?

Has the co-financing been as planned?

How has the results-based management approach been used during project implementation?

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#### Institutional Effectiveness and M&E

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Are there measurements of the use of time by project staff?

What are the three main strengths of the project's procurement processes?

What are the three main weaknesses of the project's procurement processes?

What are the three main strengths of the project's M&E processes?

What are the three main weaknesses of the project's M&E processes?

Is the ATLAS M&E tab systematically used to follow up on project activities?

Does the project follow quality standards established by UNDP?

Which method has been used to determine compliance with quality standards?

How is quality of project outputs measured?

How are M&E reports generated by ATLAS used on a day to day basis? Are these reports used to make proactive decisions or to react to problems?

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#### Efficiency

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Has the project been implemented within the planned cost estimations and deadlines?

What are the lessons learned in terms of project efficiency?

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#### Sustainability

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Have sustainability issues been integrated into the design and implementation of the project?

Does the project adequately address financial and economic sustainability issues?

Is there evidence that project partners will continue the activities beyond the completion of the project?

What is the degree of political commitment to continue working on project outcomes?

What are the main challenges that can hinder the sustainability of efforts?

Have they been addressed during project management?

What potential measures could contribute to the sustainability of the efforts made by the project?

Does the project have an exit strategy?

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#### Impact

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What is the concrete evidence that the project has reduced environmental stress?

What is the concrete evidence that the project has improved the ecological status?

If there is no conclusive evidence, are there any indications that it has at least advanced to these results?

Is the project expected to achieve its objective of consolidating the financial sustainability of the National System of Protected Areas?



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## Analysis of the contributions to effects

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### Relevance

To what extent is the effect and project (as part of the portfolio intended to contribute to the effect) in line with the mandate of UNDP, the National Plan for Good Living and national priorities?

Is the project relevant for the effects of the Country Program? Why? Why Not?

To what extent does the project's theory of change reflect an appropriate and relevant vision on which to be base all required interventions?

### Effectiveness

To what extent have the effect / outcome been achieved or how much progress has been made to reach them?

How has UNDP support contributed to moving towards the desired effect? What evidence is identified of the contribution of UNDP to the effect?

How have the products developed by the project contributed to the achievement of the effects and in what ways have they not been effective?

How have cross-cutting themes influenced the contributions and achievement of the Country Program effect?

### Sustainability

What indications are there that the effects / outcomes will be sustainable, for example, through required capacities (systems, structures, personnel, etc.)?

To what extent has the sustainability strategy, including capacity development of key stakeholders, been developed or implemented?

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## Lessons Learned

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What lessons learned and best practices are identified on climate change and sustainable energy issues in relation to the Government's national objectives and priorities?



## Interview scoring sheet

Date | Time [*Date | time*] | Location [*Location*]

<b>Interviewer</b>	Name	Interviewee(s)
	Objective	Interviewee(s)

Relevance	Evaluation score
	<ul style="list-style-type: none"> <li>• 2. Relevant</li> <li>•</li> <li>• Not relevant</li> </ul>
Effectiveness	
	<ul style="list-style-type: none"> <li>• 6. Highly Satisfactory</li> <li>• 5. Satisfactory</li> <li>• 4. Somewhat satisfactory</li> <li>• 3. Somewhat unsatisfactory</li> <li>• 2. Unsatisfactory</li> <li>• 1. Highly unsatisfactory</li> </ul>
Efficiency	
	<ul style="list-style-type: none"> <li>• 6. Highly Satisfactory</li> <li>• 5. Satisfactory</li> <li>• 4. Somewhat satisfactory</li> <li>• 3. Somewhat unsatisfactory</li> <li>• 2. Somewhat unsatisfactory</li> <li>• 1. Highly unsatisfactory</li> </ul>
Institutional Effectiveness and M&E	
	<ul style="list-style-type: none"> <li>• 6. Highly Satisfactory</li> <li>• 5. Satisfactory</li> <li>• 4. Somewhat satisfactory</li> <li>• 3. Somewhat unsatisfactory</li> <li>• 2. Somewhat unsatisfactory</li> <li>• 1. Highly unsatisfactory</li> </ul>
Sustainability	
	<ul style="list-style-type: none"> <li>• 4. Likely Insignificant risks for sustainability</li> <li>• 3. Somewhat likely</li> <li>• 2. Somewhat likely Significant risks</li> <li>• 1. Not likely - Serious risks</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• 6. Highly Satisfactory</li> <li>• 5. Satisfactory</li> </ul>

	<ul style="list-style-type: none"><li>• 4. Somewhat satisfactory</li><li>• 3. Somewhat unsatisfactory</li><li>• 2. Unsatisfactory</li><li>• 1. Highly unsatisfactory</li></ul>
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# Beneficiary interview

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Date | Time *[Date / time]* | Location *[Location]*

<b>Interviewer</b>	Name	Interviewee(s)
	Objective	Interviewee(s)
<b>Location:</b>		

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## Introduction

Thank you for accepting to participate in this interview. My name is Javier Jahnsen and I am conducting this interview on behalf of XXXXXX as part of the final evaluation of the XXXXXX project. XXXXXX The purpose of this interview is to obtain your opinion and information on the implementation of the aforementioned project, the aspects that worked and those that have not been as effective. If you agree to participate, the interview will have a duration of 1 hours approximately. It is important to note that this interview does not represent a risk for you, as it will provide useful information.

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## Questions on the project

1. What is your involvement in the project?

2. Do you think the project achieved the desired results? Explain your answer

Yes \_\_\_ No \_\_\_

3. Which benefits has the project generated for you? What aspects can be improved?

4. Are you committed to continue with project activities once it has come to an end? Explain your answer

Yes \_\_\_ No \_\_\_

5. Please provide a general comment on the positive and general aspects of the project.

## Field visit Form

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Date | Time [*Date / time*] | Location [*Location*]

Interviewer

Name

Objective

**Location:**

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## Observation guide

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### Project performance

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

### Lessons learned during the visit

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

### Main challenges identified during the visit

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_